

NEWS: EUROPE

German trade surplus soars to DM4.9bn

By Christopher Parkes
in Bonn

INDUSTRY'S efforts to soften the impact of looming strikes helped boost German exports to new records during March. Overseas sales of goods surged unexpectedly to DM53bn (\$38.1bn) from DM55bn in February, and the federal trade surplus more than doubled to DM4.9bn, the statistical office said yesterday. Imports rose 10 per cent to DM58bn.

"We saw the same in 1984 before the last big metal workers' strike," Commerzbank said. Then, manufacturers shipped finished products into overseas distribution networks and built up stocks of imported components as they braced themselves for what developed into a two-month stoppage.

Meanwhile, the leadership of the IG Metall engineering union pressed on with plans for official strike action as 42,000 members staged warning stoppages, mainly around Nuremberg.

Mechanical and electrical engineering companies such as AEG, Bosch, Siemens and MAN bore the brunt. Employers made no advance on their 3.3 per cent pay offer at talks with union officials in the Hesse region yesterday.

A meeting of union leaders in Frankfurt this morning is expected to choose targets for

the main official action. Last time, when the issue was shorter working hours, strikes in the south halted virtually all motor manufacture.

Most car and truck makers, Germany's leading exporters, have since switched to just-in-time manufacturing processes. They routinely hold low stocks of components and rely on round-the-clock deliveries from suppliers to keep production lines running.

Because a breakdown of yesterday's trade figures will not be available for at least a week, most economists and bankers were cautious about the significance of one month's results. Commerzbank, for example, saw no justification yet for revising its in-house forecast that the national trade surplus would climb to DM15bn in the last quarter.

March's DM4.9bn surplus, a huge advance on the DM2.8bn recorded a year earlier, was more than double most forecasts and the second highest figure for unified Germany. The east, struggling to recover from restructuring, accounts for less than 3 per cent of all-German exports.

The deficit on the current account, a wider trade measure including services and some foreign transfers, shrank sharply to DM300m, compared with DM1.9bn in February and DM6.4bn in March last year.



Workers at Frankfurt airport vote yesterday on whether to accept last week's pay deal, which ended a public-sector strike after 11 days

Soldiers to join UN mission in Cambodia

By Quentin Peel in Bonn

GERMANY yesterday dispatched its first soldiers on an official basis to join a United Nations peace-keeping expedition - 140 military medical staff to operate a hospital in Cambodia.

The volunteers were seen off at Munich airport by Mr Volker Rübe, the defence minister, who promised that the

German constitution would be amended by the end of the year to allow the full participation of German soldiers in UN peacekeeping missions.

The staff will form part of the UN Transitional Authority in Cambodia (Untac) which will demobilise four rival armies and prepare for national elections in April 1993.

Mr Rübe insisted that the use of medical personnel fell

within the current law, although it is clear that the German government has been deliberately stepping up the use of "para-military" personnel outside the country to prepare the population for a change in the constitution.

Mr Rübe renewed the government's pledge to amend Bonn's post-second world war constitution at least enough to allow German troops full par-

ticipation as UN "blue helmets", peace-mission soldiers with sidearms only.

The medical troops are a convenient solution for Chancellor Helmut Kohl's government, caught between its desire to play a greater world role after German unity and a constitutional ban on deploying fighting troops outside Nato territory.

● Munich's second interna-

tional airport was officially opened at a ceremony yesterday after years of controversy and rising costs.

Planners said it would handle between 18m and 20m travellers a year by the end of the decade.

It does not officially go into service until Sunday, but according to official estimates, between 12m and 14m people will pass through it this year.

UK Tory sceptics focus on Queen's EC speech

By Ivo Dawney in London and David Buchan in Brussels

QUEEN ELIZABETH II was in danger last night of becoming embroiled in the Conservative party's internal wrangling over Britain's future in Europe when she delivers her first address to the European Parliament in Strasbourg today.

In a speech intended to reflect the UK's newly positive approach to the Community, she is expected to dismiss differences in national parliamentary traditions as "insignificant" when set against the European commitment to reconciliation and democracy.

Her text, prepared by Buckingham Palace in close collaboration with the UK Foreign Office and Downing Street, is also said to commend the parliament for playing "an ever more important part" in building common interests between the EC nations.

The wording will come under close scrutiny by so-called Euro-sceptics in the Conservative party. There were suggestions last night the final text might be changed to avoid stirring controversy among those fearful of the loss of British parliamentary sovereignty to EC institutions.

A forewarning of the sensitivity of the visit came last night from the anti-federalist Bruges Group. It said that while it believed no royal trespassing into the political arena was intended, members would express "deep concern" at any suggestion that parliamentary

differences were unimportant. Mr William Cash, a leading Conservative Euro-sceptic, said it was "utterly irresponsible" of whoever had written the speech for the Queen to suggest that different parliamentary traditions were unimportant.

The opposition Labour party seized upon the controversy as fresh evidence that Prime Minister John Major was distancing his government from the hostile posture of Mrs Margaret Thatcher, his predecessor, who is due to deliver an important speech on European topics in The Hague on Friday.

Pointing out that Mrs Thatcher had always blocked a royal visit to Strasbourg, Mr George Robertson, the party's European spokesman, said the speech was "a calculated snub" to her view of the parliament as an unimportant institution.

"The real question is why Mr Major is not saying these things himself in the House of Commons," he added.

The Queen's upbeat speech on the Community was clearly expected by the government to take the edge off the row between the UK and its EC partners over London's refusal to lift all immigration controls at border points.

Yesterday, Mr Kenneth Clarke, home secretary, delivered a strongly worded message to Brussels that compliance with the plan would provoke a growth in far-right political groups and threaten social stability.

Britain yesterday won some

sympathy from its partners about the general political sensitivity about immigration, but got little support for its refusal to stop checks on non-EC citizens entering the UK from elsewhere in the Community after this year.

Yesterday's immigration discussion by EC foreign ministers did nothing to close the rift between the Commission and most EC states - who argue that all controls on travel within the Community should end next year - and Britain, which contends that free travel rights only apply to EC citizens.

Controlling non-EC citizens means some checks on EC citizens.

Only Ireland, which effectively has a passport union with the UK, expressed some oblique support for the UK position.

Mr Douglas Hurd, the UK foreign secretary, said London's position was long-standing and rooted in geography. As an island nation "there are possibilities open to us to control movements at airports and seaports which are not open to others," he said.

The UK has agreed to sign a convention for strengthening the EC's external frontier, at present strained by a dispute with Spain over how it might affect Gibraltar.

But UK ministers say it might be years before such an external control might give the UK the confidence to abandon checks on passengers arriving from other points in the EC.

Move to raise revenue by 35% opens north-south rift

By David Gardner in Brussels

THE European Commission's plan to increase Community revenue by 35 per cent by 1997 opened a gulf between north and south yesterday, when foreign ministers of the 12 began detailed negotiations on the so-called "Delors II" package.

While these negotiations are still at an early stage, and a certain amount of posturing has to be discounted, the depth of disagreement could affect ratification of the Maastricht treaty, and complicate discussion of enlargement of the Community.

The north of the EC, with the UK in the vanguard, strongly opposed Commission president Jacques Delors' ambition to double structural spending on the poorest four member states - Spain, Ireland, Portugal and Greece. Ministers and officials from these states accused their richer partners of reneging on a deal which made possible the Maastricht treaty.

The Delors proposals call for an increase in the EC budget from Ecu66.6bn (\$97bn) this year to Ecu150bn in 1997, at 1992 prices. Half the increase would go to the south and periphery for regional aid and "cohesion", to help them modernise their economies in preparation for monetary union later this decade. The rest is to finance farm reform, the EC's growing foreign policy commitments, and a sharpened research effort to strengthen industrial competition.

Mr Douglas Hurd, the UK foreign secretary, said an increase of more than 5 per cent a year in the EC budget was not justified.

He complained that the Commission had put the "cohesion fund" agreed at Maastricht into next year's budget, when the new treaty foresees its

introduction before the end of 1993. He added that the far bigger "structural funds" - Ecu18.6bn this year and due to rise to Ecu29.3bn in 1997 under Commission plans - should not be increased. A rise of this size would give the southern aid increase which "is not an assumption justified by Maastricht", the foreign secretary insisted, in the UK's most uncompromising response to Delors II so far.

The Netherlands asked for the EC Court of Auditors to report on use of the existing structural funds before any decision was taken. Germany, the EC's biggest net contributor, backed the UK up on aid for the south, but signalled once more it would seek renegotiation of the rebate on UK contributions secured by former prime minister Mrs Margaret Thatcher in 1984.

Britain is holding out against any dilution of the rebate, worth Ecu3.3bn last year. A UK Treasury official said: "We are not prepared to see any changes."

Mr Francisco Fernández

Ordóñez, Spain's foreign minister, said that while "in Maastricht figures weren't discussed, aiming at minimalist figures (for cohesion) would be pure sarcasm." He said it was "not more documents, but more decisions" that were needed. "We work on the basis of confidence, under which pacts are respected, therefore Maastricht has to be fulfilled."

Spain demanded a commitment significantly to raise fiscal transfers to the south as the price of agreeing Maastricht. Mr Fernández Ordóñez warned yesterday that the discussion on enlargement due to begin at the Lisbon summit in June would be held up until adequate future financing of the EC was agreed, a prospect now unlikely before the Edinburgh summit in December.

Irish officials called yesterday for a push to get at least agreement in principle on Delors II at Lisbon. "What is needed is a political decision, and for us the political decision was taken at Maastricht," one official said.

France, the other net contributor to the budget apart from Germany and the UK, is staying non-committal on Delors II until it sees how farm spending will affect its rich agricultural sector.

● The European Community formally adopted yesterday rules on satellite broadcasting designed to pave the way for high-definition television in Europe. Reuter reports from Brussels.

The directive, adopted without discussion by EC foreign ministers, requires all HDTV transmissions to use the European-developed HD-MAC standard.

All other wide-screen broadcasts must use the D2-MAC standard, an interim step to cinema-quality HDTV.

Row looms in Israel-Community talks

By Hugh Carnegie
in Jerusalem

A DISPUTE between Israel and the European Community yesterday over the EC's role in Middle East peace negotiations cast a shadow over annual talks between the two sides.

Israel objects to full EC participation in the talks on disarmament. It is also boycotting two of the five multilateral Middle East discussions - on refugees and economic co-operation - because Palestinians from outside the occupied territories were invited.

"I hope this is not a crisis. I hope this is only tension," said Mr David Levy, Israel's foreign minister, on his way to the meeting in Brussels. He said he

would clarify Israel's position, but offered no concession beyond a low-level Community presence at the seminar convened in Washington to launch the disarmament talks.

Israel's defence establishment, backed by Mr Yitzhak Shamir, the prime minister, has strongly resisted an EC presence at the talks, arguing that the Europeans tend to be pro-Arab and would seek rights to inspect Israel's secretive nuclear programme. The EC has demanded a status equivalent to that of the US and Russia, co-sponsors of the peace talks, because of its geographic proximity to the Middle East.

Talks on the issue with the EC last month were said to have deteriorated into

angry exchanges.

The row is the latest in a series of political disputes which have dogged Israel's relationship with the Community in recent years. Israel wants to extend economic ties with the EC, its biggest trading partner, beyond the terms of a 1975 free trade agreement. It is seeking the same integration into the European Economic Area as extended to the European Free Trade Association countries.

Mr Levy thought he had won such a commitment in return for allowing the Community to participate in last October's Middle East peace conference in Madrid. But a succession of statements by EC ministers and officials have made it clear

that consideration of such a move depends on substantive Israeli concessions in the peace process, if not on an actual peace settlement.

Israel and Brussels have made progress, however, on a dispute about appointing an EC representative in the occupied territories whose main task is to administer direct Community aid to the Palestinians - worth about Ecu70m (\$49m) over the past year.

Israel has blocked establishment of an EC office there, but will give the representative diplomatic status. The EC says it is insisting that its disbursement of aid should not be subject to any Israeli control.

France will ease fiscal squeeze

By Ian Davidson in Paris

FRANCE'S government plans a slight relaxation of its policy of fiscal rigour next year, but still intends to keep the budget deficit below 2 per cent of gross domestic product.

In a circular to spending ministries, Mr Pierre Bérégovoy, prime minister, has ordered that total volume of budgetary expenditure may rise only 3.5 per cent. This compares with a forecast rate of inflation of 2.8 per cent, and a 5.5 per cent expected nominal rise in gross domestic product.

The increase in spending and the continued sluggishness in tax receipts, as a result of the recession, mean that next year's budget deficit is likely to rise to about FF150bn (\$26.88bn), against FF135bn this year.

This increased deficit would nevertheless be less than 2 per cent of GDP, which the government regards as a politically critical ceiling. By setting this new maximum, it intends to show that France is able to meet the conditions for participation in European monetary union.

Mr Douglas Hurd, the UK foreign secretary, said an increase of more than 5 per cent a year in the EC budget was not justified.

He complained that the Commission had put the "cohesion fund" agreed at Maastricht into next year's budget, when the new treaty foresees its

Unions urge OECD to act on jobless

By Peter Norman,
Economics Correspondent

TRADE UNIONS in the world's leading industrialised countries have called on governments to implement "active structural policies" with a strong focus on infrastructure investment to combat a sharp rise in unemployment.

Responding to a 5m increase

in jobless in the industrialised world over the past two years, the trade union advisory committee of the 24-nation Organisation for Economic Co-operation and Development said governments should agree policies to reduce unemployment at the next week's OECD ministerial meeting in Paris and July's Group of Seven economic summit in Munich.

It said the OECD should specify a programme of "vigorous government action", to include more investment in infrastructure, investment policy measures, assistance for local and regional development spending, and to raise the purchasing power of the poor. Governments should also put more funds into training, the committee said.

In recent years, the OECD ministerial meeting has tended to listen to and then ignore the committee's views.

The ministers are unlikely to accept the need for more state spending to combat joblessness. Instead, they are expected to promote "active" labour market policies that shift the emphasis to incentives for the unemployed to seek jobs.

Turkey strides confidently on to a new political stage

THE high-profile visit which Mr Suleyman Demirel, Turkey's prime minister, paid to six central Asian republics and his participation in a central Asian summit last weekend have underlined forcefully the new role his country hopes to play in world affairs.

No longer does Turkey see itself as merely a bridge between Europe and the Middle East - a favoured argument deployed over the years by Ankara in support of its application for membership of what it perceived as an unimaginative inward-looking European Community.

The ending of the cold war and the collapse of the Soviet Union has allowed Turkey to broaden its horizons to an area of central Asia from which many of its people originated and with which it retains strong ethnic, cultural, religious and linguistic ties.

From being on the periphery of both Europe and Asia, Turkey has suddenly found itself at the geopolitical centre of a

newly emerging region. Suddenly, the fact that Turkey has been jilted by the EC, which has made clear that it sees no early prospect of admitting it as a full member, is looked upon as much less of a disaster by Turkish officials, at least in the short term.

The emotional rhetoric that accompanied Mr Demirel's triumphal progress through Uzbekistan, Kyrgyzstan, Kazakhstan, Tajikistan, Turkmenistan and Azerbaijan, might send shivers down the spines of some Balkan states like Greece, whose ancestral fear of Turkish expansionism and domination lies barely quiescent at the best of times and needs little reawakening. For the US and most of its western allies, however, the prominent role that Turkey aspires to play in the development of the republics is a welcome contribution to stabilising a highly volatile region.

Though Turkey's religion is Moslem, the secular values bequeathed it in 1923 by its founder, Mustafa Kemal Ata-

After being on the edge, Ankara finds itself at the centre of things, writes Robert Mauthner

türk makes it the ideal mentor of the new central Asian republics, with a similarly mixed recent tradition. In that capacity, Turkey is more acceptable in the region as an advocate of western ideas and values than any western power is likely to be. Equally important, it is likely to act as a bulwark against Iran, which has been making strenuous efforts to extend both its influence and that of a more extreme form of Islam.

Yet in spite of some grandiose pronouncements, Mr Demirel has not let his ambitions run away with him. Though calling for a Turkic summit in Istanbul in the autumn, he has ruled out a formal pan-Turkic alliance for the foreseeable

future. The desire not to go it alone and, whenever possible, to act in concert with its main allies and partners in international organisations such as Nato and the Conference on Security and Co-operation in Europe, continues to be a guiding principle of Turkey's foreign policy.

In the explosive dispute between Christian Armenia and Moslem Azerbaijan over Nagorno-Karabakh, Turkey had, until last weekend, refrained from openly backing its Moslem sister state and had attempted to play a neutral mediating role. However, the fall of one of the last important Azeri strongholds has forced it to adopt a more partisan stance.

The prime minister has been somewhat less cautious in his promises of economic aid to the republics, given the need for belt-tightening demanded by the parlous state of the domestic economy - inflation was running close to 70 per cent last year and there is a rampant public sector deficit. The offer of a total of \$1.1bn of credits to the Moslem republics was greeted with scepticism by Turkish Eximbank officials in Ankara, given the state of the country's foreign exchange reserves and the incapacity of debtor countries to provide adequate guarantees for the loans.

The limits to Turkey's regional leadership hopes, as well as those of Iran and Pakistan, its rivals for that role, became clear at the summit of five of the republics in Ashkhabad, Turkmenistan, last weekend. Though wide-ranging plans for economic co-operation, covering road and rail links, oil and gas pipelines and a customs union, were discussed by the five republics

and their three potential benefactors, no concrete agreements were reached.

The blocking of the plan for an oil pipeline between Kazakhstan and the Iranian Gulf port of Bandar Abbas by Kazakhstan and Turkey, because of fears that it would give Iran control over central Asian oil exports, was symptomatic of the kind of political obstacles to regional co-operation which are likely to arise constantly.

Even in the best of circumstances, it would be a long time before Turkey could reap any substantial benefits from what will remain, for the foreseeable future, an essentially one-sided economic relationship.

In the short and medium term, central Asian, Black Sea regional or even Middle Eastern links cannot constitute an alternative to membership of the European Community, which already offers a duty-free market for 53 per cent of Turkey's industrial exports and has provided the impetus for its economic modernisation

and political democratisation over the last decade.

The real problem is how long Turkey will have to remain on the sidelines. For the moment, the Ankara government seems reluctantly to have come to terms with the European Commission's December 1989 opinion that it will have to wait until the EC has absorbed at least the European Free Trade Association applicants and, probably, some east European countries too.

Realistically, the target date for Turkey's entry cannot be set before the beginning of the next century. But in the meantime, steps will have to be taken to bring Turkey closer to the Community, some of which have so far been blocked by Greece pending a solution of the Cyprus problem. Failing an assurance that at least the groundwork for eventual membership is being prepared, Turkey might indeed abandon its European aspirations in favour of the eastern promises, however insubstantial, that it is pursuing today.

The Financial Times (Europe) Ltd
Published by The Financial Times
(Europe) GmbH, Frankfurt Branch,
Nibelungenplatz 3, D-6000
Frankfurt-am-Main 1. Telephone: 49 69
156450; Fax: 49 69 5964481; Telex:
416193. Represented by E. Hugo,
Managing Director. Printed by DVM
GmbH-Kümmert International, 6078
Neuburg a. Rh., Responsible editor:
Richard Lambert. Financial Times,
Number One Southwark Bridge,
London SE1 9HL. The Financial Times
Ltd, 1992.

Registered office: Number One,
Southwark Bridge, London SE1 9HL.
Company incorporated under the laws
of England and Wales. Chairman:
D.P. Palmer. Main shareholder: The
Financial Times Limited, The Financial
Times Building, 1, Abchurch Lane,
London EC4N 3DF. Telephone: (01) 4297 0621; Fax: (01) 4297 0629. Editor: Richard Lambert.
Printer: SA Nordclair, 1571 Rue de
Cure, 59100 Roubaix Cedex 1. ISSN:
ISSN 1148-2753. Commission Paritaire
No 67808D.

Financial Times (Scandinavia)
Vinnveistakeri 42A, DK-1161
Copenhagen K, Denmark. Telephone:
(33) 13 44 41. Fax: (33) 935335.

Russians agonising over privatisation

Capitalism is almost unknown — but if sell-offs fail, all fails, write John Lloyd and Martin Wolf

THE Russian government is soon to embark on the toughest and most delicate part of its reform process: turning state property into private hands.

If it fails, all fails. Only the creation of a property-owning class can institutionalise the market system which government ministers are struggling to tear out of the ruins of state socialism.

It is an enterprise more fraught with danger, even, than the liberalisation of prices at the start of the year. Prices have been raised before, if not by so much, but private property and capitalist ownership and control are unknown to almost everyone in the former Soviet Union. Even before the 1917 revolution, it had only a tenuous and unpopular existence.

The privatisation programme is already late, and has so far realised little of the over-ambitious target of Rhs200 from sales set by the government for this year. That is because the ministers still agonise over a delicately balanced set of privileges and opportunities which they hope will allow this most delicate of reforms to take root in hard ground.

Its lateness means that it will get fully under way just as unemployment, still very low, begins to rise in the second half of this year. The government thus faces an unenviable coincidence: the selling of companies which provided job security at the same time as job losses mount.

Mr Anatoly Chubais, the privatisation minister, said in a recent interview that three main tasks were to be achieved in 1992: the privatisation of small enterprises by auction or tender; the transformation of large enterprises into joint stock companies; and the creation of a system of privatisation vouchers to be distributed to citizens.

On small privatisation, Mr Chubais admitted the government would respect to "standard bureaucratic procedures", to force local administrators to privatise 50-60 per cent of shops by the end of this year, and to transform larger enterprises into joint stock companies and privatise part of these by the end of 1993.

Regional governors, who are appointed by the Russian president, will be given quotas of businesses to be privatised, and will be dismissed if they

fail to meet those quotas. Mr Chubais said: "Normal bureaucrats don't want to be the first to privatise but they also don't want to be the last. The way is now clear. The decision to privatise is now a decision of the government and of President [Boris] Yeltsin. We have enough instruments to force local authorities to do the job."

A State Programme of Privatisation of State and Municipal-Owned Enterprises has been prepared by the government with the assistance of experts from the World Bank. It still has to be endorsed by the parliament — as does a law on bankruptcy, which Mr Chubais said was now complete, and which will allow companies that cannot survive to go to the wall.

The minister emphasised: "There will be privileges for different parts of the population: it is very important that people do not feel this exercise is for the benefit of the old nomenklatura and the mafia."

Workers, for example, will receive 25 per cent of the equity in larger enterprises, and managers 5 per cent, both in the form of non-voting shares free of charge. A voucher system, which will allow all Russian citizens to receive shares in the companies as of right, is being worked out, and will be launched in the autumn, though this is an extremely complex task. For Russians who can afford to pay — of whom a part would be drawn from those who had been high in the previous power structure, or who had acquired their money illegally — there would be an open auction of shares, without any privileges.

There will be resistance, and so we must be quite flexible," said Mr Chubais. "But we cannot stop 'nomenklatura privatisation' (the system under which managers, sometimes in co-operation with the workers, take over the company by making themselves the owners of the shares). We have had no legal basis for privatisation until now; all privatisation has been semi-legal. The only way to curb spontaneous privatisation is to introduce a normal legal structure."

Foreigners will be allowed to play a part. The government intends to "multiply the book value of the property [sold to foreigners] by some coefficient," says Mr Chubais.

Regional governors, who are appointed by the Russian president, will be given quotas of businesses to be privatised, and will be dismissed if they

Tajiks agree to form coalition

Tajik government and opposition leaders agreed yesterday to form a coalition administration to pull their country back from the brink of civil war, a senior Commonwealth of Independent States (CIS) army officer said, Rector reports from Dushanbe.

"A final document has been signed calling for disarmament operations to begin and for a cabinet of national unity to be formed to settle all disputed issues," said Colonel Vyacheslav Zabolotny, garrison commander in Dushanbe, the capital.

The agreement, still to be confirmed by both sides, followed talks on Sunday night between President Rakhmon Nabiyev, opposition leaders and the country's senior Moslem cleric, Qazi Akbar Turazonzade.

Col Zabolotny, who presided over the meeting at the city's army barracks, said he had brought the two sides together to prevent further bloodshed.

He said that 108 people had been killed in six weeks of conflict in the impoverished



Tajik opposition supporters continue their protests against President Nabiyev in Dushanbe

former Soviet republic, which borders China and Afghanistan.

Talks between government and opposition leaders continued yesterday and the president's position was expected to be discussed.

Col Zabolotny said that the new coalition government would have 24 members. Eight

important positions would go to opposition representatives, including those of defence minister and security police chief.

Yesterday's agreement called for both sides to disarm and for a permanent rally by thousands of Moslem and democratic opposition supporters in central Dushanbe, in its

47th day, to disperse.

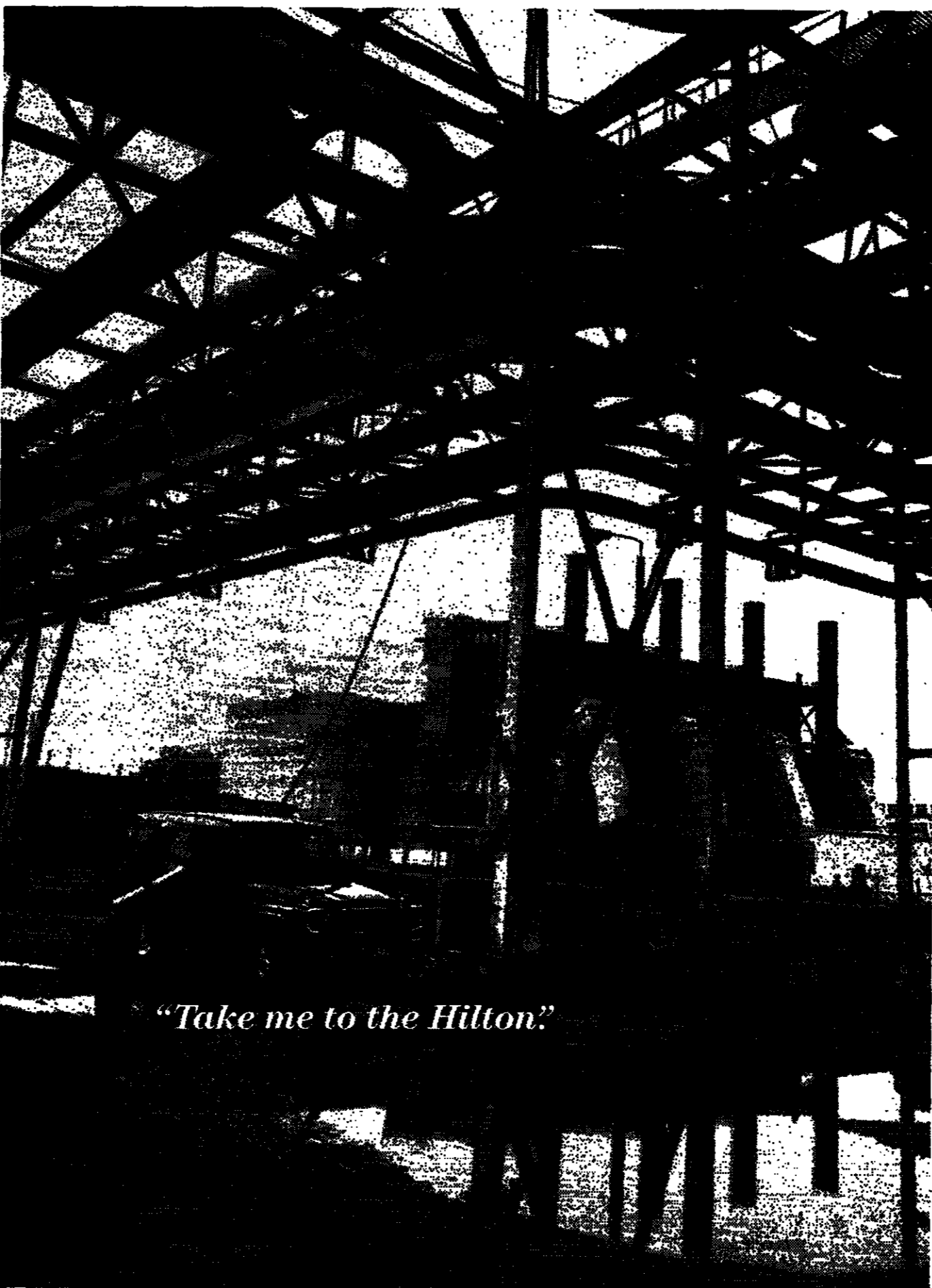
The president's position now appears to be the only issue that could derail a definitive settlement to the conflict that led to the collapse of the country's conservative government last Thursday.

● A refinery fire in Nizhny Novgorod, east of Moscow, has destroyed a hydraulic oil pro-

duction plant, causing problems for Russia's aviation and other industries, Itar-Tass news agency said yesterday. Rector reports from Moscow.

No details of the refinery's output were available, and the cause of the fire was unknown. The blaze destroyed 300 tonnes of oil and 100 tonnes of paraffin, Tass said.

HELPING TO REBUILD INDUSTRY WAS A REWARDING EXPERIENCE. NOW FOR ANOTHER.



He enjoyed his work. The greater the challenge, the better. And now he needed to get down to some heavy paperwork and a light lunch.

"Take me to the Hilton." His favourite hotel offered the things he appreciated most: pleasant, courteous service, business facilities close at hand, and all he could possibly wish for in creature comforts.

If everything worked with the same smooth efficiency as the Hilton, he smiled to himself, he'd be out of a job...

For reservations around the world, including over 70 hotels in Europe and the Middle East, call your nearest Hilton, your travel agent or Hilton Reservation Service: UK 0800 289 303, Germany 0130 2345, France 05 31 80 40.

HILTON

INTERNATIONAL

THE HILTON • THE HOTEL

AUSTRIA • BAHRAIN • BELGIUM • CYPRUS • FRANCE • GERMANY • GREECE • HUNGARY • ISRAEL • ITALY
MALTA • NETHERLANDS • SPAIN • SWITZERLAND • TURKEY • UNITED ARAB EMIRATES • UNITED KINGDOM

Focus speech

empathy from his people about the general political situation, and the fact that he had little support for his own policies in the Community.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Mr Douglas Haard, the Irish secretary, said that the UK, expressed no objective support for the EU.

Hungary plans to boost infrastructure spending

By Nicholas Denton in Budapest

HUNGARY'S conservative government is to boost infrastructure spending and accelerate privatisation in an effort to "initiate growth in the near future", it said yesterday.

In a significant change of tack, the cabinet decided at the weekend that infrastructure spending would also involve raising private funds to boost investment in roads and telecommunications.

The initiative, designed to quell public impatience after two years of deepening recession, coincides with growing speculation about the possible replacement of Mr Mihaly Kupa, the finance minister, by

a more expansionist minister.

The government is under particular pressure to get recovery under way from MPs of Hungarian Democratic Forum, as the leading party in the governing conservative coalition lags in the opinion polls.

The extent of the social pain being caused by economic reforms was made all the more clear by unemployment figures showing more than 500,000 registered out of work in April.

Nevertheless, the government is severely constrained by a spiralling public-sector deficit. The budget was in deficit by Ft68.7bn (\$34m) in the first four months, almost surpassing the Ft68bn target for the whole of 1993.

Dollar Investment Package

A new investment concept combining currencies and bonds



This is a completely new and innovative form of investment. To find out more, return the coupon and receive a prospectus.

Please send me the prospectus on the Dollar Investment Package.

Name: _____

Address: _____

Tel.: _____

25 years experience in private banking - Customers in more than 150 countries.

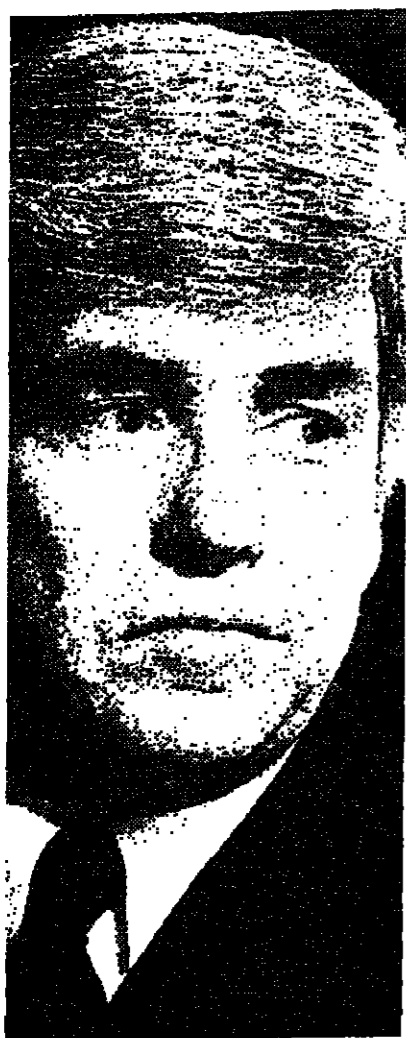
Member of IFBA

JSKE BANK Private Banking (International)

Vestergade 9 - DK-1700 København V

Denmark - Tel. +45 31 21 22 22 - Fax. +45 31 21 22 25

NEWS: AMERICA



Jack Kemp: admits he is not the president's closest adviser

White House battle for Bush's ear

Los Angeles' riots have forced the president into a policy reappraisal, writes Jurek Martin

ONCE upon a time, long before Dan Quayle and Pat Buchanan ran for anything national and when George Bush was thought to be a Republican moderate, Jack Kemp was the spiritual heir of Ronald Reagan's brand of free market conservatism. In 1988 he even planned a bid for the presidency to keep the flame alight.

The current US housing secretary, former congressman and football quarterback from Buffalo — but born and raised in Los Angeles — still thinks he is that heir.

In a television interview on Sunday, one of many he has given since his home town erupted, he said what America's inner cities needed was "a conservative-based, anti-poverty programme designed to empower people, designed to give them jobs, and educational choice and home ownership".

The difference from 1988 is that these days Mr Kemp uses the word "bipartisan" as a preface to everything he utters. And what this new urban messiah says often seems more in tune with what the Democrats who run most of the country's big cities want than what the Republican administration in which he serves is prepared to countenance.

"It is no secret", he told a group of foreign journalists last week, "that I am not the president's closest adviser." But it is also the case, as Mr Bush contemplates what he will do for the cities in the wake of Los Angeles, that today Mr Kemp is a man the president can no longer ignore.

There is a real war for the president's ear inside the current administration. It pits Mr Kemp's vision of government

activism, broadly in line with that espoused by Mr Michael Heseltine in Britain, against the more conventional law-and-order views associated with Vice-President Quayle and Mr Buchanan, a right-wing commentator.

How Mr Bush resolves the conflict could affect his re-election chances.

Yesterday, for example, a New York Times-CBS opinion poll found 60 per cent of 1,253 adults surveyed believed the nation was spending too little on urban problems and only 15 per cent too much.

The differences between Jack Kemp and Dan Quayle lie in emphasis more than in substance

It also found 57 per cent disapproved of the way Mr Bush was handling race relations and 46 per cent were dissatisfied with his specific responses to Los Angeles.

This may be contrasted with the overwhelming support given his handling of last year's national "riots", the Gulf war. There may be consolation for the president in the fact that those polled did not think that either Governor Bill Clinton of Arkansas, the presumptive Democratic candidate, or Mr Ross Perot, the prospective independent, would have done any better. But it showed some tightening of the presidential race, with Mr Bush at 36 per cent, Mr Clinton 30 per cent and Mr Perot 25 per cent, against the 38-28-23 per cent split shown in an April survey.

It is also possible that the problems of the inner cities will fade as an election issue by November. Mr Nelson Polsby, a

political historian from the University of California, wrote in the New York Times on Sunday that the frequently-made comparisons with the riot-ridden year of 1968, which resulted in the election of Mr Richard Nixon and Mr Spiro Agnew on a strong law-and-order ticket, might be invalid.

"Even dramatic events", he wrote, "frequently have a short shelf-life," which is certainly the case with the Gulf war. He argued that the most profound political event of that year was not the urban riots

but the assassination of Robert Kennedy, which fatally weakened the Democratic party.

Mr Bush, however, is in all matters domestic essentially a reactive president disinclined to take the longer view, as his variable responses to Los Angeles have demonstrated. Later this week he is going to lay out what he thinks should be done now.

Mr Kemp concedes he will not be given a fistful of dollars to do the job. In his view "it's not how much money you spend as much as how you spend it". He accepts that the safety net of the Great Society programmes of the 1960s should remain in place, though some could be reformed, and that "they did not cause the Los Angeles riots".

He wants instead to build "ladders out of poverty" for inner-city residents

through enterprise zones, home ownership, entrepreneurship, job training and educational choice. Federal enterprise zones, which already exist in many states, were an ingredient in last year's tax bill, vetoed by the president because it also included some tax increases.

This must be set against the views of Mr Quayle, also interviewed extensively on Sunday. The differences lie in the emphasis more than in the substance, with the vice-president also subscribing to much of Mr Kemp's specific agenda. But he would spend more on law enforcement and on building prisons, and less on the social safety net.

"The philosophy and ideology of the Great Society, preaching entitlement and dependency, has to change," according to Mr Quayle. "We need to have security. If you're going to have fear in the cities, businesses aren't going to go down there and invest."

Having been a lonely figure in the Bush administration for three years, trying to breathe life into a moribund and scandal-ridden department and unable to stop a steady decline in federal funding for the cities, Mr Kemp cannot be sanguine that the president will bring him in completely from the policy-making cold.

But at least he has emerged from the national political shadows into the mainstream of the inner-city debate.

Even Mr Clinton, whose own views are not a million miles from Mr Kemp's, has taken to praising him as the lone voice of reason inside the administration, which is a far cry from anything imaginable just four years ago.



Dan Quayle: philosophy and ideology of Great Society must change

Electoral funding reform rebuffed

By George Graham
in Washington

EFFORTS to reform the way US political campaigns are financed, have again run aground, but the issue seems likely to haunt politicians in November's elections.

President George Bush this weekend vetoed a bill passed by the Democratic-controlled Congress that would have imposed voluntary limits on campaign spending in return for partial government funding.

The bill would also have curbed "soft money" donations channelled through political parties, but would have done little to reduce the influence of political action committees (PACs), interest groups which are among the main financiers of elections for the House of Representatives.

Sponsors of the reform admit they have little hope of overriding the veto, which would require a two-thirds majority of both the Senate and House. But some Democrats believe Mr Bush's move could lose him votes this autumn.

On three occasions in recent weeks Mr Bush has faced fundraising embarrassment: when a Bush-Quayle fundraising dinner listed a number of corporate sponsors, in apparent violation of a ban on company

donations; when a Republican fundraiser was sued by his employees who claimed he had coerced them into contributing to the party; and when the Republican party had to place in escrow a \$400,000 (\$228,000) donation from a man whose former wives and business partners say he owes them several times that amount.

Most Republicans oppose the principle of government financing for congressional election campaigns — although they condone a similar system for presidential campaigns by which the government matches small contributions. They point out that the Democrats fudged the issue by failing to include in their bill any ideas about where the government money would come from.

Republicans also oppose the concept of spending limits, on the grounds that challengers must be free to spend as much as they need to overcome the built-in advantages of an incumbent — although when elections come down to a sheer spending battle it is the incumbent who almost always wins.

Moves to cap campaign spending generate widespread voter support, but any limit must be voluntary as the Supreme Court has ruled that mandatory limits infringe a candidate's right to free speech.

Brazilian state to privatise services

By Christina Lamb and
Stephen Fidler in São Paulo

THE government of São Paulo, Brazil's largest and richest state, is launching a programme to privatise its public services.

Mr Luis Antonio Fleury, state governor, said he was seeking private funding for the maintenance and operation of existing services, as well as the construction of new public works on a concession basis.

The first stages of the programme, approved last week by the state legislature, would include privatisation of the road network, water treatment plants, small energy generation projects, and expansion in the use of natural gas, the river transport system and inter-municipality bus services.

The programme is open to foreign participation. Mr Fleury said there had already been interest from Canadian,

French, Spanish and British companies, including Northwest Water. Most were planning to bid in a consortium with Brazilian companies.

He had received offers of finance from foreign banks as the projects would be private, rather than state, initiatives. Tenders for concessions will be offered in 30 days for international bids.

São Paulo is the centre of Brazilian industry and has a GDP of about \$170bn (\$98bn) — 38 per cent of the national total and more than that of Argentina. Its population is 31m.

Explaining the decision to privatise, Mr Fleury said the state no longer had the capacity to invest in public works. "There are two ways to overcome this — putting up taxes, which is not feasible, or privatising."

In the initial stages alone, the programme would save the state \$600m.

Mexican trade deficit at \$1.38bn in February

By Damian Fraser
in Mexico City

MEXICO recorded a trade deficit of \$1.38bn (\$772m) in February, bringing the deficit for the first two months of the year to \$2.56bn.

The figures suggest the annual deficit, on current trends, will be close to \$16bn, far above official government forecasts and nearly \$5bn more than last year.

However, the deficit's rate of growth has slowed and may have levelled off. For the past four months the monthly defi-

cit has hovered between \$1.2bn and \$1.4bn.

February's deficit falls to \$1.04bn if revenues from *maquiladoras* (in-bond plants) are included. While revenues from oil exports have fallen, manufacturing exports rose to \$1.3bn in February, 23 per cent more than a year earlier. Imports climbed to \$3.46bn, an increase of 29 per cent on February 1991.

In the short-term Mexico can easily finance its widening trade gap as reserves are estimated to top \$20bn and foreign capital continues to roll in.

"Milton Keynes started life in 1967. So did I. I moved here from Yorkshire five years ago. I arrived with £15, a rucksack and a motor-bike. I now I own a three bedroom detached house with a garage — great for the Go-Kart and the old Porsche I'm restoring. I'm sales and marketing executive for Cranfield Conference Services, so in my job I often have to sell Milton Keynes — and that's not difficult for me because it's head and shoulders above anywhere else."

Milton Keynes is growing up fast. If you want your company to do the same, contact Bill Williams, Chief Executive, Milton Keynes Marketing Limited, on 0908 231900.

"When I came to Milton Keynes I kept all my things in a rucksack. Now I keep them in a 3 bedroom house with a garage."



Can you spot the typical European?



The concept of a "typical European" – an abstract man-in-the-street sometimes used as a basis for corporate strategic planning – is rooted in a misunderstanding.

Indeed, the closer you look at the New Europe, the more clearly its complexities stand out.

This is due not only to obvious historic, linguistic, cultural and economic causes. It also reflects a tendency towards greater structural differentiation.

This trend will no doubt intensify in view of the desire on the part of some

EFTA countries to join the EC and given recent moves towards closer cooperation within the framework of a European Economic Area (EEA).

And ultimately, the success of economic reform in Central and Eastern Europe will also have a substantial impact.

Among other things, the more liberal environment in the future could lead to a merger of national economic centers into larger, regional markets, without regard to internal political boundaries.

Markets for goods and services will change, and there will be an increase in the international division of labor. And

of course, competition will heat up.

Dynamic companies who wish to consolidate or expand their positions in the New Europe will be dealing not only with one of the most interesting of the world's regions, but also with one of its most complex marketplaces.

That is why Dresdner Bank gives such a high priority to helping customers succeed in the Europe of the future. One example of this ongoing commitment is our specialized international banking subsidiary in Luxembourg – Europa Bank – who can help you obtain subsidies under regional, national or EC support programs.

In the final analysis, the expertise and commitment of our employees are the keys to ensuring that our customers derive maximum benefit from Dresdner Bank's worldwide network, vast experience and ability to respond quickly and flexibly to rapidly changing situations.

Although we do not underestimate the challenges posed by the New Europe, we face the future with optimism and confidence.

After all, we're based in the center of Europe. And that gives us a home team advantage.

After 1993, Europe will be a highly complex marketplace.

Dresdner Bank



NEWS: WORLD TRADE

Textile makers warn on Asian exports to US

By David Dodwell, World Trade Editor

ASIA'S textile exports to the US will grow twice as fast over the coming decade as the US textile market itself, US textile manufacturers argue in their latest volley against proposed reforms of the multi-fibre arrangement (MFA) regulating world trade in textiles.

According to a survey commissioned by the American Textile Manufacturers Institute (ATMI), Asian exports will grow by 5.77bn sq metres over 10 years from 7.8bn sq m in 1983 to 13.7bn in 2002. This would account for 7.1 per cent of all quotas entering the US market, if proposals in the draft agreement on the Uruguay Round of world trade talks are put into effect.

"The Uruguay Round shuts the door on the developing countries of the world that the US is committed to help so that the US can add to its wealth," said Mr Carlos Moore, ATMI executive vice-president. "India and Pakistan will get some benefits from abolition of the MFA, but China is going to be the dominant supplier."

Mr Moore's first concern is closer to home: protection of US textile industry jobs. In a report published two months ago, the ATMI warned the phased dismantling of the MFA quota system under Uruguay Round proposals would cut US domestic output of textiles and apparel from 18bn sq m to 3bn sq m by the year 2001. US jobs

in the industry would be cut from 1.76m now, to 300,000 in 2001, the report claimed.

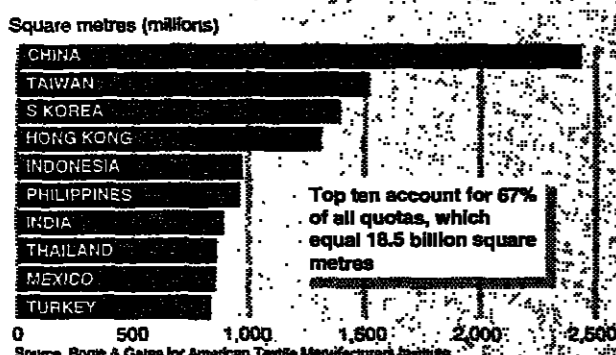
In a draft agreement for the long-delayed Uruguay Round, it is proposed that textiles come for the first time under the General Agreement on Tariffs and Trade (GATT). Over a 10-year period, quota arrangements that have for 40 years controlled world trade in textiles will be dismantled. US textile lobbyists want the transition period to be extended to 15 years to give US manufacturers time to adjust.

The ATMI study argues that Asia's quotas, principally held by China, Taiwan, South Korea and Hong Kong, will grow at about twice the rate of the US market. Against Asia's quota growth of 5.77bn sq m, the US market is expected to grow at 1.5 per cent a year, increasing demand by 2.9bn sq m to just under 3bn sq m.

It shows Asia providing 14 of the top 20 textile exporters to the US market. Only Turkey and Mexico squeeze into the top 10. "Just three Far East countries, China, India and Pakistan, will have greater quota for access to the US textile and apparel market than Eastern Europe, Africa, South America, Central America, the Caribbean, Mexico, Central and Eastern Europe, and Russia combined," Mr Moore said.

This latest study reflects an attempt to widen the appeal of ATMI lobbying against the draft Uruguay Round text by targeting the concerns of non-Asian exporters to the US.

Predicted US textile export quotas in 2002



Sources: Bogie & Gales for American Textile Manufacturers Institute

US steel bid to head off dumping cases

By Nancy Dunne in Washington

US STEEL traders will today urge the government to resume multilateral steel talks in the hope of heading off a huge filing of dumping cases.

Mr John Griffin, president of the American Institute for International Steel, is asking the US to work "vigorously" to back the talks, which broke down on March 31 without an agreement on limiting trade-distorting practices. Institute members, which import and export steel, fear retaliation by nations hit by anti-dumping or countervailing duties.

The six largest US integrated steel producers said yesterday they were starting "consultations" with the US government before cases were filed against "unfairly traded" steel products. The companies, USX-US Steel, Bethlehem, LTV, National, Inland and Armco, said a decision on the timing of the filing was expected soon.

Reports are circulating in Washington that 87 complaints have been prepared against 20 nations for alleged dumping of flat-rolled and plate steel. Bethlehem and CR&I Steel have filed petitions alleging dumping of steel rail from Japan, Luxembourg and the UK.

The two contend that because of the dumping, the domestic share of the US steel rail market has fallen by an average 9 per cent a year from 1988 to 1991. They are seeking duties of almost 40 per cent on steel rail from Japan, 24.4 per cent on rail from Luxembourg, and 50.6 per cent on UK rail.

Mr Griffin says US steel exports last year rose by 47.5 per cent (2m tonnes), while imports fell by 1.4m tonnes, a trend continuing in January and February this year. "In these circumstances, injury will be difficult to prove for US mills," he said.

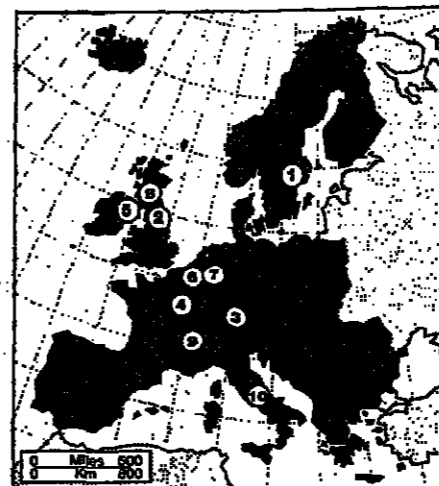
The EC has urged American companies not to return to "practices of harassment bitterly experienced by US trading partners in 1982 and 1984" and asked the US government to be "severe in the examination of anti-dumping".

Foreign chip makers advance into Europe

The trend is to dominance by US and Japanese groups, Michio Nakamoto writes

New chip-making facilities in Europe

Company	Location	Status
1. Hato	Jarfalla, Sweden	In production
2. Fujitsu	Newton Aycliffe, England	In production
3. Hitachi	Landshut, Germany	In production
4. IBM	Corbelle, France	In production, by 2nd quarter '92
5. Intel	Lebip, Dublin, Ireland	Under construction, production end '93
6. Microl	Oudenaarde, Belgium	Foundations laid, production '93
7. Mitsubishi	Aachen, Germany	Under construction, production end '93
8. NEC	Livingston, Scotland	Extension to existing facility in production
9. SGS-Thomson	Grenoble, France	R&D facility, under construction
10. CNET	Avezzano, Italy	In production



customers, in order to remain competitive.

They have also been under pressure from their own customers in Europe, led by the large US computer and information technology groups, to move production to the region and supply them with locally designed and manufactured products to meet the EC's local content rules.

Last year Fujitsu, the Japanese computer and semiconductor group, started producing 4-megabit DRAMS in England and NEC, the Japanese electronics and semiconductor group, added a 4-megabit DRAM facility to its plant in Scotland.

Hitachi and Mitsubishi, the integrated Japanese electronics groups, have also announced plans to set up DRAM production in Europe.

Local production of memory chips by the foreigners comes when the Europeans are already losing their grip over their own market. The top

three European manufacturers still dominate the European rankings, but they each lost market share last year, according to a survey by Dataquest, the high technology consultancy.

Philips, the Dutch electronics group, maintained its leading position in the European semiconductor market, but saw sales growth of just 1.5 per cent, against growth in the European market of 6.8 per cent.

Siemens of Germany followed in second place but posted a 0.6 per cent decline in sales, while SGS-Thomson, the Franco-Italian group in third place, saw sales decline 2.3 per cent.

As a group, European semiconductor makers saw their share of the European market fall from 39 to 38 per cent last year, even before a number of new foreign-owned plants have started to turn out products in volume.

The growing presence of foreign

manufacturers in the EC means that although by 1995 Europe will be producing about 60 per cent of its indigenous demand for 4-megabit DRAMS, 80 per cent of that locally-produced supply will come from foreign-owned manufacturers, Dataquest says.

The remaining 20 per cent will come from Siemens, the German group which is the only remaining European manufacturer still producing DRAMS.

In the short term, the volume production by foreign makers of memory chips for the European market poses the greatest threat to Siemens.

But as production of semiconductor chips in Europe increases in line with any pick-up in economic activity, the European market is likely to be fought over more among themselves by foreign manufacturers.

"The competition here is the same as we face anywhere in the world," says Mr Jerry Jun-

kins, chairman, president and chief executive officer of Texas Instruments. That competition comes from the large US, Japanese and increasingly Korean manufacturers rather than the European, which hardly have a presence outside their home market.

The deal between Texas Instruments and the Italian government, which has one of the EC's worst records for high-technology investment, is also instructive as a likely harbinger of things to come.

The agreement provides the Italian government, also under pressure to assist in recapitalising SGS-Thomson, the semiconductor joint venture with the French Thomson group, with investment from the US group, in a deprived region in an industry the government would like to support.

But Texas Instruments believes it is also indicative of a growing recognition in Europe that foreign manufacturers have a contribution to make.

"I am convinced there is a new direction taking place in Brussels which recognises the importance of good European citizens like ourselves and the contribution these companies can make to improve the competitiveness of the European electronics industry," says Mr Roberto Schisano, president of Texas Instruments in Europe and vice-president of the its semiconductor group.

Whether the attitude in Brussels has seen such a change or not, the Italian-American partnership reflects a growing trend for investment in new semiconductor technology in Europe, and therefore European competitiveness in electronics, to be increasingly dependent on foreign manufacturers.

Rocket row ban on India, Russia

THE US has announced limited trade sanctions against Russia and India in protest at the sale of Russian rocket technology to the Indian space authority, George Graham reports from Washington.

The two-year ban covers sales of US goods needing an export licence, to Russia's

space institute Glavkosmos or the Indian Space Research Organisation (ISRO). US imports from, or government orders with, Glavkosmos and ISRO come under the same ban.

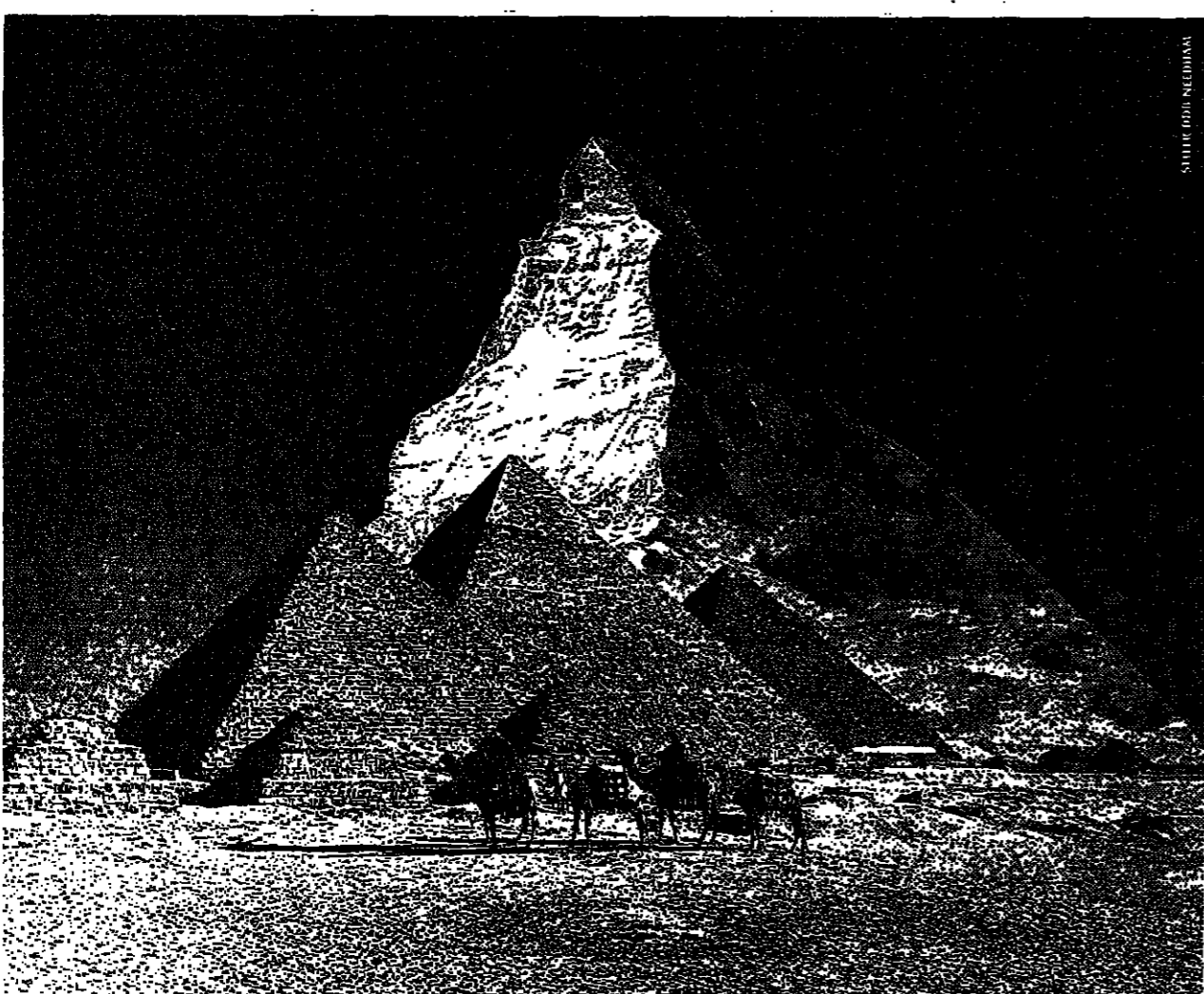
A US official said Missile Technology Control Regime members had tried to dissuade Russia from selling the rocket

motors to India; they believe it violates MTCR rules against missile technology proliferation. Technology for peaceful satellite launchers and ballistic missiles was almost indistinguishable; US sanctions applied where a rocket system could deliver a 500kg payload for 300km.

Baltic states in EC link

THE EC yesterday signed 10-year trade and co-operation accords with Albania and the three Baltic states, David Buchanan reports from Brussels. The EC will scrap all discriminatory quotas against imports from the four countries; they pledge not to use licensing or foreign exchange controls to

impede imports from the EC. Latvian, Lithuanian and Estonian ministers hoped yesterday's pact, giving them the benefits they briefly had under the EC's 1990 trade and co-operation accord with the Soviet Union, would be followed by eventual talks with Brussels on free trade.



Wherever there's business to be done, employees need to be prepared, people to be insured, you'll find a member of the Swiss Life Network. Every one a leading local life insurer. 1992? We're represented throughout the EC.

We provide multinationals with first class employee benefit plans as well as the information you need to control benefit levels and achieve significant financial savings. And we're there at once when you need us.

You'll find your Swiss Life Network Partner understands the pressures you face. He'll

WHEN THE HEAT'S ON, YOU CAN TRUST US TO PERFORM.

meet your most demanding insurance needs with solutions backed by our immense international expertise and the local, personal and flexible response you expect. Plus, highly competitive investment returns.

That's when the Swiss Life feeling, the quiet certainty that you've chosen the right insurance partner, begins to grow on you. Tangible, cool and refreshing - right next door and no mirage.

Call the Swiss Life oasis number to find out more: Swiss Life Zurich (+41/284-5797) or your local Network Partner.



Zwitser Leven

Affiliates in:
100 AS Amsterdam
The Netherlands
Telephone: +3120-725 87 30



ul. Traugotta 10
81-600 Warszawa / Poland
Telephone: +4822-250 91 15

Swiss Life

Call: Switzerland 01-31
2001 Zurich / Spain
Telephone: +3433 25 25 25



Bankgasse
1011 Vienna / Austria
Telephone: +431-512 51 25

The answer is Barclays. The account is a Fixed Term Deposit Account. It offers you a competitive return because our interest rates are linked to the money markets. And it will pay you interest gross. You can open a Fixed Term Deposit Account with a sum of £5,000 or more. And you can leave your money in it for as little as a month or as long as a year, after which we can automatically redeposit it for a similar term. Naturally, the Fixed Term Deposit Account comes accompanied by the security, discretion and expertise that are second nature

WHO CAN GIVE ME HIGH INTEREST PAID GROSS ON STERLING?

to Barclays. Send off the coupon below and get your money working for you as soon as possible. This could be the account you've been looking for.

Please send me more information on your Fixed Term Deposit Account and current rates of interest.

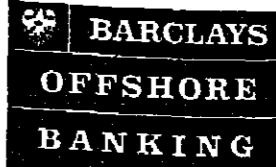
Name Mr/Mrs/Miss/Ms _____

Address _____

Country _____

Postcode _____

Howard Filley, Barclays Bank Finance Company ISLE OF MAN Limited, whose principal place of business is PO Box 9, Barclays House, Victoria Street, Douglas, Isle of Man.



DEPOSITS MADE WITH OFFICES OF BARCLAYS FINANCE COMPANY (ISLE OF MAN) LIMITED ARE NOT COVERED BY THE UK DEPOSIT PROTECTION SCHEME UNDER THE BANKING ACT 1987. THE COMPANY IS REGISTERED UNDER THE ISLAND LEGISLATION AND ITS AUTHORITY. THE PAID-UP CAPITAL AND RESERVES OF BARCLAYS FINANCE COMPANY (ISLE OF MAN) LIMITED EXCEED £5 MILLION. LATEST AUDITED ACCOUNTS ARE AVAILABLE ON REQUEST. BARCLAYS FINANCE COMPANY (ISLE OF MAN) LIMITED REGISTERED IN DOUGLAS, ISLE OF MAN. REG. NO. 909. REG. OFFICE: PO BOX 9, BARCLAYS HOUSE, VICTORIA STREET, DOUGLAS, ISLE OF MAN.

WEDNESDAY MAY 13 1992

Europe

amato writes

Italy's chairman, president and chief executive officer of the company. The company has been successful in the past few years and increasingly has been successful in the past few years, which have been successful in the past few years.

The deal between the governments and the banks, which has been successful in the past few years, has been successful in the past few years.

in EC link

European imports from the United States, Lithuania and the United States have been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

The United States has been successful in the past few years.

BE INNOVATIVE OR BEGONE.



It's a challenge to the competition and a work ethic here at Chemical Banking Corporation.

It pledges: be effective enough to make yourself indispensable to your customer; anticipate trends that benefit your customer; create products and services that are fresh and new.

It says don't take relationships for granted, an important credo because we're first on so many fronts: first in primary relationships with U.S. corporations, first in loan syndication worldwide and first in serving middle market companies, for example.

At Chemical the raw materials of innovation are capital

strength combined with intellectual currency.

A recent equity offering—the largest ever for a U.S. commercial bank—added more than \$1.5 billion to our already strong capital base. And we intend to continue building it.

Intellectual currency is the intelligence, ingenuity, drive and knowledge our people use to meet clients' financial needs.

We use intellectual currency and capital strength to innovate across all markets and all functions. If you are a customer of ours, or if you become one, hold us to our pledge. We'll help you innovate so you can leave your competition in your wake.

CHEMICAL

INTELLECTUAL CURRENCY. CAPITAL STRENGTH.

© 1992 Chemical Banking Corporation.

BARCLAYS
OFFSHORE
BANKING

NEWS: INTERNATIONAL

Indian bank chiefs face securities fraud probe

By David Housego in New Delhi and R.C. Murthy in Bombay

THE Indian government is pursuing possible fraud charges against senior executives of state owned banks involved in a securities trading scandal.

Dr Manmohan Singh, finance minister, told the Indian parliament yesterday that the Central Bureau of Investigation (CBI) had been asked to examine trading in bankers' receipts by State Bank of India, the largest of the state owned banks, as well as by National Housing Bank and United Commercial Bank. Bankers' receipts are promissory notes issued by banks to register the transfer of government securities.

Senior government officials said yesterday that bogus

paper had been traded and that the police had been called in to pursue fraud charges. Funds from trading in bankers' receipts were syphoned into the stock market and helped fuel the recent share price boom.

The Bombay Stock Exchange index - which has fallen 18 per cent over the last two weeks - slid a further 237.95 to 3,420.05 in nervous trading. Institutions were reported to have intervened to stabilise prices.

Mr S. Venkataramanan, the governor of the Reserve Bank of India, the central bank, confirmed that several officials of the three banks had been suspended or asked to take immediate leave.

Apart from M.H. Pherwani, who resigned as chairman of National Housing Bank on Saturday, Mr K.Margabandhu,

chairman of United Commercial Bank, and Mr C.L. Khemani, deputy managing director of State Bank of India, have also been asked to take leave.

Among others under investigation is Mr Harshad Mehta, a prominent Bombay broker and a leading "bull" on the market who was recently forced to settle outstanding accounts with State Bank for Rs6.2bn (£120m).

The Reserve Bank governor yesterday used a gathering with bankers to ask them to establish banks' total exposure in what is being described as India's worst financial scandal. Bankers informally say that banks' exposure to irregularities in the securities market could be Rs30bn-Rs40bn.

Dr Singh told parliament that the Reserve Bank had established a prima facie case against the three banks named in the securities scandal.



Eugene Terre'Blanche, the white extremist leader, arrives at a magistrate's court at Potchefstroom yesterday to face charges arising from last year's "Battle of Ventersdorp" where three died in violence at a meeting being addressed by President F.W. de Klerk.

EC holds up \$150m grants for Nigeria

THE European Community said yesterday that Nigeria could not tap approved EC grants totalling about \$150m (£94.7m) until it had International Monetary Fund approval for tough economic reforms.

"We need the approval in order to guarantee that Nigeria will make effective use of the money," an EC official said.

The money in question is an Ecu33.7m General Import Programme allocation and an Ecu40m export promotion grant.

Nigeria, in the sixth year of free market economic reforms, is negotiating a new standby loan facility with the Fund. It does not need IMF facilities but needs IMF endorsement of its reforms to claim easier terms on its roughly \$30bn foreign debt and to gain access to new funds.

The reforms were introduced by military President Ibrahim Babangida to rescue an economy crippled by low oil prices, corruption and poor productivity.

The IMF and Nigeria signed a 18-month, \$450m credit deal in January 1991 but Lagos failed to win IMF approval last year under a mid-term review of the accord.

It failed to meet IMF conditions such as public spending cuts and closing a gap between official and free market exchange rates for its naira currency. It has since taken steps to close the exchange rate gap.

Earth Summit draft held up

SHORTAGE OF funds divided 83 governments yesterday as they began to draft a treaty to save the world, Reuter reports from Nairobi.

The eight-day conference is to agree a framework to protect the richness and diversity of the earth's plants, animals and micro-organisms for heads of state to sign at the Rio de Janeiro Earth Summit next month.

Elections speed Tehran's farewell to the ghost of Khomeini

Anti-US slogans disappearing from the capital's walls indicate a readiness to consider relations, writes Colin Barracrough

ANTI-US slogans still emblazon Tehran's walls, and Friday prayers at the University of Tehran kick off as usual with the regulation chant of "Death to America".

But the slogans are fast disappearing. Mr Gholam Hossein Karbaschi, the new city mayor, has despatched clean-up squads to remove the worst of the graffiti. His employees apparently read the slogans and decide which are just too good to remove. Any that fail the test are summarily whitewashed.

Iran's estrangement from the world economy is drawing to an end. Non-oil exports doubled this year, trade with Europe and Japan reached record heights, and supporters of reformist President Hashemi Rafsanjani scored a runaway success in parliamentary elections.

In fact, reform is so advanced in Tehran that there is even talk of a rapprochement with the Great Satan, the US. Even to whisper the word

America is risky, but several signals from Tehran point to a willingness to consider relations.

Trade with US companies, conducted largely through intermediaries, is booming. One diplomat in Tehran estimated that bilateral trade between Iran and the US amounted to \$500m (£282m) during the year to March, making the US Iran's seventh largest importer.

As far back as last September, Mr Mohammad Javad Larijani, a member of Iran's National Security Council and an influential adviser to Mr Rafsanjani, told the Washington Post that normal relations with the US were "theoretically not impossible". He said that publicly stating such a position in Tehran had been difficult because of pressure from hardline critics.

With the hardliners' vitriol dampened by poor election results, the way is presumably clearer for more constructive moves.

The biggest stumbling block

A senior Iranian official yesterday predicted that a sweeping victory in parliamentary elections for supporters of Iran's President Hashemi Rafsanjani would strengthen economic liberalisation in Iran. Tony Walker reports from Tehran.

Mr Ali Akbar Velayati, Iran's foreign minister, told the Financial Times that "getting a majority in the parliament" would help Mr Rafsanjani implement his reforms.

He was speaking as final

results in elections for Iran's 270-member parliament were announced. The results confirmed earlier reports of a landslide victory for Mr Rafsanjani's supporters throughout the country, and a rout of his radical opponents.

Mr Velayati said Iran's president would now press ahead with completing the country's 1989-94 five-year economic development plan which placed particular emphasis on reconstruction following the eight-year war with Iran.

He was speaking as final

results in elections for Iran's 270-member parliament were announced. The results confirmed earlier reports of a landslide victory for Mr Rafsanjani's supporters throughout the country, and a rout of his radical opponents.

Mr Velayati said Iran's president would now press ahead with completing the country's 1989-94 five-year economic development plan which placed particular emphasis on reconstruction following the eight-year war with Iran.

He was speaking as final

results in elections for Iran's 270-member parliament were announced. The results confirmed earlier reports of a landslide victory for Mr Rafsanjani's supporters throughout the country, and a rout of his radical opponents.

Mr Velayati said Iran's president would now press ahead with completing the country's 1989-94 five-year economic development plan which placed particular emphasis on reconstruction following the eight-year war with Iran.

He was speaking as final

Mr Rafsanjani, president since July 1989, encountered resistance to his reformist policies from the old parliament which was dominated by radicals elected in 1988 while Ayatollah Khomeini was still alive.

According to Tehran Radio, 268 of the 270 parliamentary seats have been finalised. Voting in two electorates had been declared null and void. Rafsanjani supporters appear to have made their strongest showing in Tehran.

He was speaking as final

Mr Rafsanjani, president since July 1989, encountered resistance to his reformist policies from the old parliament which was dominated by radicals elected in 1988 while Ayatollah Khomeini was still alive.

According to Tehran Radio, 268 of the 270 parliamentary seats have been finalised. Voting in two electorates had been declared null and void. Rafsanjani supporters appear to have made their strongest showing in Tehran.

He was speaking as final

towards the US is possible without the unilateral release of funds by Washington. But Mr Velayati does not always see eye-to-eye with his president about the speed of reform in foreign policy.

Mr Velayati is closely allied with Iran's spiritual leader, Ayatollah Ali Khamenei, whose politics falls between the reforming camp of President Rafsanjani and the hardline faction of Mr Mehdi Karubi, parliamentary speaker. The president is reported to be frustrated with the slow speed of Iran's rapprochement with the west.

Some suggest that the US is now more hardline on rapprochement than Iran. "The United States sees Iran as it was 13 years ago," said one American commentator in Tehran. "Things have moved on since then."

Officially, Washington is nervous about Tehran's intentions. Iran is reported to have bought some \$2bn worth of tanks, aircraft and submarines from former Warsaw Pact

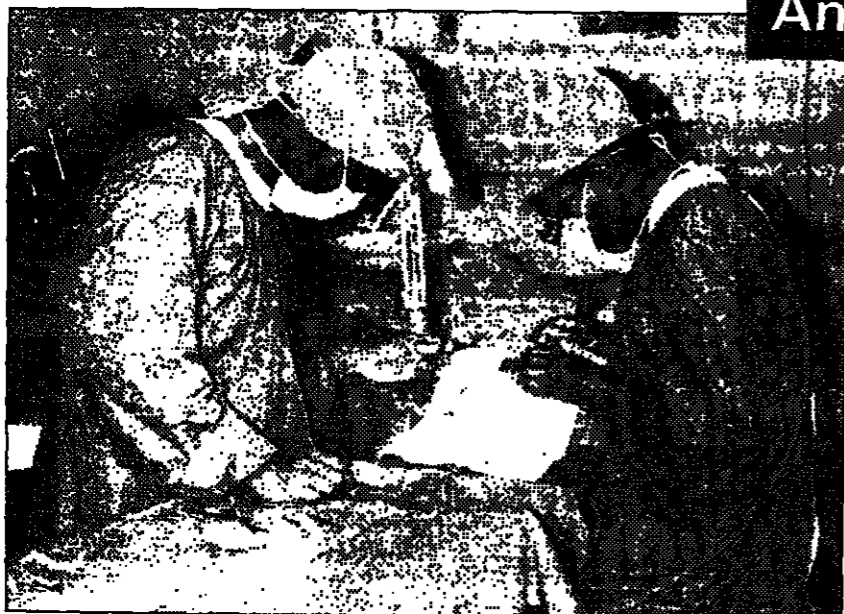
countries. It is developing medium-range missile technology with North Korea. Rumours still persist that it is trying to secure nuclear technology from a Central Asian republic.

Tehran has a case for rearmament. It has emerged from a devastating eight-year war against Iraq in which its stock of military hardware was all but wiped out.

Understandably, Washington wants to tread cautiously on relations with Iran, at least until the US presidential election in November is over. Too much political blood has been spilled over Iran in the past decade for rash gestures.

But a new White House might do well to take a closer look at Tehran and recalculate its sums. An expanding economy, replete with oil, gas, minerals and enormous potential, is hungry for investment. But if these hopes of betterment are not fulfilled, the country could still abandon reform and turn back to the ghost of Ayatollah Khomeini.

An urgent challenge to British business



CAN WE RESTORE SIGHT TO TWO MILLION PEOPLE BY THE YEAR 2000?



"As your President, I have been much heartened by the endeavours of Sight Savers to combat the terrible affliction of blindness in developing countries. The future well-being of very many people depends on this work, and it is an important milestone in the Society's history that this year the three millionth cataract patient had a sight restoring operation in Pakistan."

HRH Princess Alexandra
August 1991

You may first have heard of us as the Royal Commonwealth Society for the Blind. But Sight Savers says it better. For this

is a charity that does a simple, yet wonderful, thing. It restores sight to blind people in some of the world's poorest countries. And last year it achieved its three millionth miracle. For a fifty year old widow in Pakistan had a cataract removed and her sight restored. The operation took twenty minutes. It cost just £8.

Three million may have been cured but millions remain to be cured. The World Health Organisation estimates that there are between 27 and 35 million blind people in the world; a conservative estimate indicates 40 million by the year 2000. 85% to 90% will live in Africa or Asia.

Sight Savers has set itself a target. To cure another two million people in the next nine years. Which would mean that this UK-based charity will have brought sight to five million people in the last thirty two years of this century.

Can you think of a better combination of achievement and ambition with which to associate your company?

For British companies need to be involved if that target is to be reached. Sight Savers is supported by tens of thousands of individual donors throughout the country. It is their regular generosity that has made possible the eye camps, the clinics, the paramedics, the training schemes... all the varied activity that has underpinned this extraordinary achievement of Sight Savers.

But, the target set for the year 2000 means an investment that goes beyond the means of those ordinary donors.

For this is the tragedy. We now know so much more about blindness and its causes that, for the first time in history, we can go a long way toward eradicating it. More than eighty per cent of blindness in developing countries is either preventable or curable.

Now that we know so much, now that we have achieved so much, now that we know so precisely what remains to be done... now is the time to commit ourselves for that greater effort.



THE HUMAN DIMENSION

"I can see my children. I can help my family farm the fields. I can help my mother at home."

This is Taj Bibi talking on April 28 last year from her bed in the mobile hospital at Akora Khattak in the North West Frontier province of Pakistan. Just half an hour after the cataract operation she was able to identify her son, her father and her sister. She turned to the woman surgeon, Dr Arifa Gulab, and prayed that she be granted ten sons.

This fifty year old widow was the three millionth person to have sight restored by Sight Savers.

THIS IS THE SORT OF HELP WE NEED:-

£150,000 to build a twenty-bed eye hospital.

£20,000 to equip that hospital once it is built.

£18,000 to train an eye care consultant.

£3,600 to train a paramedic ophthalmic clinical officer.

£37,500 to purchase and pay the running costs of a four wheel drive vehicle for five years. The need is for ten such vehicles a year.

These are big sums and they are only likely to come from company partners who can share Sight Savers' sense of mission.

First, think. Think about the good you can achieve. Think about the geographical link your company may have with the Sight Savers programme. Think about how best you can get involved in the mission to give sight to two million people.

Then, at your discretion, commit yourself or your company to that mission. The very minimum you could do is make a simple, one-off donation.

Consider for a moment that each one hundred pound donation will supply sight to twelve people. Possibly you will be thinking bigger than a one-off donation. You now have the opportunity of becoming involved in the nine year programme we have announced.

How can you help most cost-effectively and vigorously?

And, if you are thinking in that mode, contact us. For it is partners we are seeking and we owe it to you to explain in greater detail what we could achieve together. But, do not ignore us. Above all, do not ignore the millions of people for whom we could achieve a miracle: the miracle of sight.

Please write to me direct: David Thompson, Chairman, Sight Savers, PO Box 191, Haywards Heath, West Sussex, RH16 4YF.

Countries in which Sight Savers works: Botswana, The Gambia, Ghana, Kenya, Lesotho, Malawi, Nigeria, Sierra Leone, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe, Bangladesh, India, Pakistan, Sri Lanka, Hong Kong, Malaysia, Fiji, Papua New Guinea, Solomon Islands.

EC holds up \$150m grants for Nigeria

THE European Commission said yesterday that it would not pay the \$150 million in grants to Nigeria until it had accepted a new constitution.

The EC said it would not pay the grants until it had accepted a new constitution. The EC said it would not pay the grants until it had accepted a new constitution.

The IMF and World Bank said yesterday that they would not provide a new \$500 million loan to Nigeria until it had accepted a new constitution.

Earth Summit draft held up

SPONSORS OF the Earth Summit said yesterday that they would not accept a draft of the summit's final declaration until it had accepted a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

The draft of the summit's final declaration was held up because it did not contain a commitment to accept a new constitution.

Government given a week to achieve compromise

Thai protesters call truce

By Peter Ungphakorn in Bangkok

PROTESTERS called a truce in their week-long demonstration in the Thai capital yesterday, but said they would return next weekend to make sure a compromise reached on Saturday was implemented.

The main issue still to be resolved is whether Gen Suchinda Kraprayoon, the unelected prime minister, will have to leave office soon.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.

This would force Gen Suchinda, who engineered last year's coup d'état and was army chief until he was appointed prime minister last month, to leave office or seek election. Asked if he would stand in a by-election, he insisted he would not.

Maj Gen Chamlong Srimuang, the opposition leader who ended his hunger strike on Saturday, told the crowd to go home, get some rest and return to their jobs. A new rally is planned for Sunday.

The government parties could try to extend Gen Suchinda's premiership by proposing an interim measure that would allow him to stay in office for much longer, perhaps until the next election.

The parliamentary process of amending the constitution could itself take a month or more.

The stock market reacted with relief to the easing of tension after a month-long crisis. Its share price index rose 41.81 to 774.70, recovering much of the ground it had lost over the past week.

The protesters, whose numbers reached 100,000 over the weekend, accused him of trying to increase the military's domination of Thai politics, and have been calling for his immediate resignation.

The prime minister said yesterday he would accept whatever parliament decided. A key point in the compromise agreed by nine governments and opposition parties on Saturday, is an amendment to the constitution that would prevent the appointment of a prime minister from outside the House of Representatives.



Voters form queues three storeys deep at a Manila high school as polling gets under way early yesterday

Lawyer joins frontrunners in Manila polls

By Victor Mallet in Manila

MRS Miriam Defensor Santiago, an outspoken lawyer, emerged yesterday as one of the early frontrunners for the Philippine presidency after a heavy turnout in the country's national and local elections.

By last night, however, only a fraction of the votes had been counted in preliminary unofficial tallies, and Mrs Santiago was joined at the top of the league of seven presidential candidates by Mr Eduardo Cojuangco, an associate of the late dictator Ferdinand Marcos, and Mr Fidel Ramos, the former defence chief.

Slow returns from remote provinces could change the picture, and official results are not expected for days. About 80 per cent of the country's 32m voters are estimated to have gone to the polls.

Eleven people were reported killed throughout the islands in scattered election violence, bringing the total number of deaths in the campaign to more than 50, but officials expressed satisfaction at the relatively orderly conduct; over 140 people died in local elections four years ago.

Mrs Santiago, a former judge and immigration commissioner, has endeared herself to the poorer voters of Manila for her outspoken condemnation of corruption, but her economic policies are vague and she has been accused of mental instability by her opponents.

As she cast her vote, the 46-year-old Mrs Santiago confidently predicted she would win a landslide victory. "There's an almost palpable thrill of excitement running through the country today," she said.

Mr Ramos, aged 64, was vigorously supported by Mrs Corason Aquino, the outgoing president. He enforced martial law under Marcos, but helped Mrs Aquino come to power by switching sides in the 1986 revolution and has since protected her from six coup attempts.

Voters yesterday were faced with the task of writing down up to 44 names on their ballot papers for the presidential, congressional and local elections. Some - including presidential hopeful Mrs Imelda Marcos, widow of Ferdinand - looked like worried examination candidates as they took more than the allotted 20 minutes to complete the forms; others gave up the unequal task.

Canvassers handed out thousands of sample ballot papers for Filipinos to copy in the polling booths, and by the end of the day voters were wading through heaps of discarded crumpled sheets.

The atmosphere in Manila was calm and cheerful but violence was reported from the troubled southern island of Mindanao and elsewhere. In one incident, three body guards of a provincial governor were shot dead by troops when they tried to enter a polling station.

Mrs Aquino reflected the national mood when she said she felt fulfilled "because we restored democracy and we are able to hold our elections in a very peaceful and orderly manner".

Australia doubles deficit target

By Kevin Brown in Sydney

AUSTRALIA'S federal budget deficit is expected to reach A\$9.5bn (US\$5.9bn) in the year to the end of June, the government said yesterday. The forecast is nearly double the budget estimate published in August, and A\$2.5bn higher than the last revision three months ago.

Mr Paul Keating, Labor prime minister, announced the revised forecast during talks with state leaders on planned reforms to financial and administrative links between Canberra and the states.

He said the deterioration was caused by a shortfall in tax receipts, and forecast a further rise in the deficit to A\$10.5bn for 1992-93. The government expects the budget to return to surplus in 1995-96.

The 1992-93 deficit will be the biggest in cash terms since the mid-1980s. However, at about 2.4 per cent of gross domestic product, it will fall far short of the record 4.7 per cent deficit accumulated by the last Labor government in 1974-75.

The government said the revision reflected a shortfall in tax revenue caused by administrative changes, poor forecasting, and a slower than expected recovery from recession.

Mr John Hewson, the federal opposition leader, said the revision would increase pressure on Mr Keating to hold the election by the end of this year; it must be held by mid-1993.

Mr Keating told state premiers that the deficit increase would not permit a reversal of cuts in federal transfers which the states blame for their aggregate debt of A\$70bn.

He also rejected proposals for a guaranteed share of federal tax revenues, and told the states to ease their financial problems by increasing efficiency and cutting costs.

However, the government agreed to consider increasing the predictability of state funding by switching to a three-year financing regime. The two sides will produce a joint study of state finances before the next round of talks in June.

rise in the deficit to A\$10.5bn for 1992-93. The government expects the budget to return to surplus in 1995-96.

The 1992-93 deficit will be the biggest in cash terms since the mid-1980s. However, at about 2.4 per cent of gross domestic product, it will fall far short of the record 4.7 per cent deficit accumulated by the last Labor government in 1974-75.

The government said the revision reflected a shortfall in tax revenue caused by administrative changes, poor forecasting, and a slower than expected recovery from recession.

Mr John Hewson, the federal opposition leader, said the revision would increase pressure on Mr Keating to hold the election by the end of this year; it must be held by mid-1993.

Mr Keating told state premiers that the deficit increase would not permit a reversal of cuts in federal transfers which the states blame for their aggregate debt of A\$70bn.

He also rejected proposals for a guaranteed share of federal tax revenues, and told the states to ease their financial problems by increasing efficiency and cutting costs.

However, the government agreed to consider increasing the predictability of state funding by switching to a three-year financing regime. The two sides will produce a joint study of state finances before the next round of talks in June.

Five government and four opposition parties have agreed that four provisions of the constitution drafted last year under military domination would be changed:

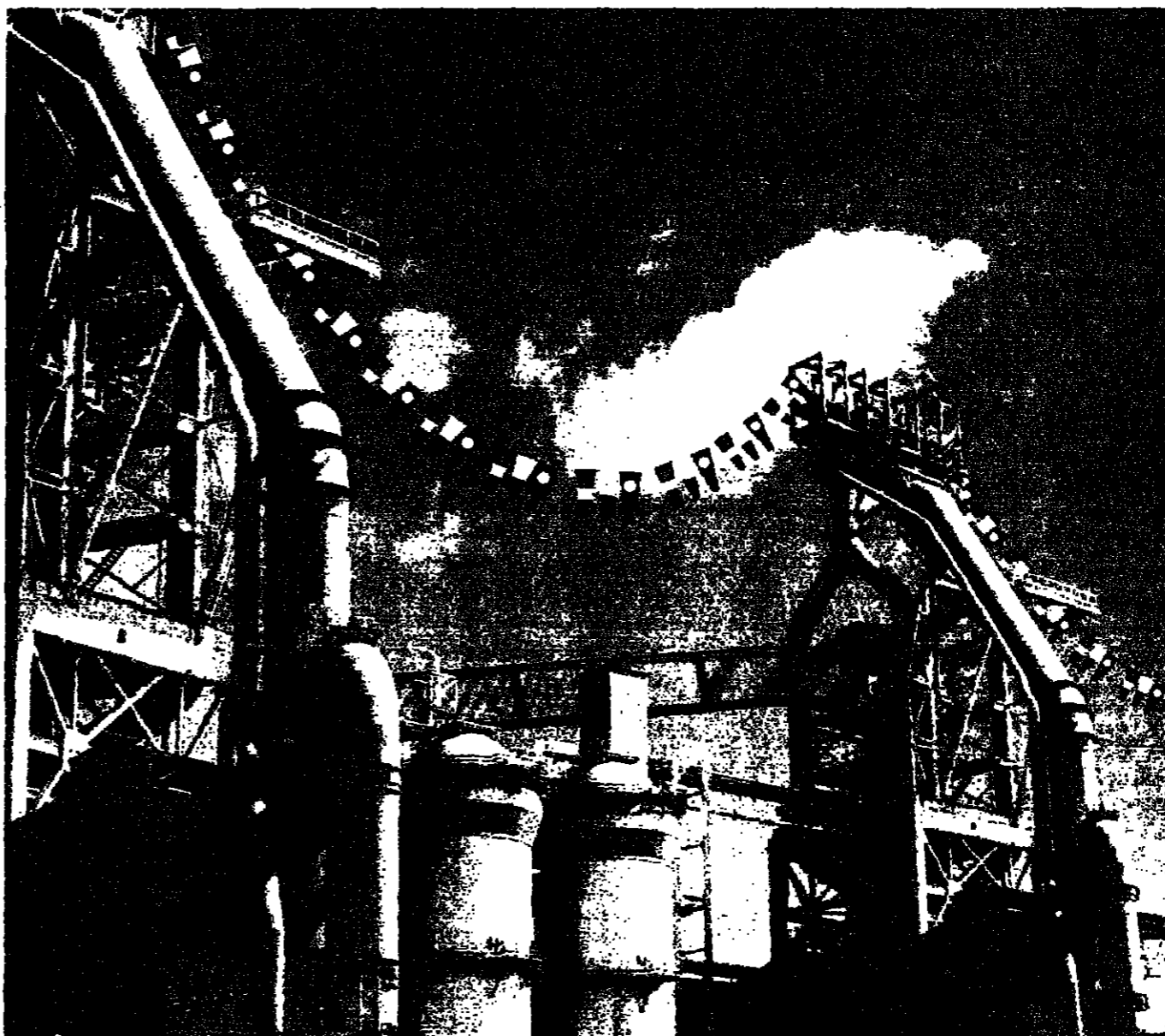
- The prime minister would have to be an elected MP;
- The appointed Senate would no longer be able to participate in no-confidence debates and could only delay legislation it considers unwise;
- The president of parliament, who plays an important role in selecting the prime minister, would be the speaker of the elected House of Representatives instead of the president of the appointed Senate;
- MPs would be allowed to table motions and question ministers during the second session of parliament in each year - under present provisions this is possible only during the first session.

When they finally dispersed in the early hours of yesterday morning, the protesters gave government parties one week to study details of the proposed constitutional amendments and say when the changes would come into force. Already there are signs some government parties could try to delay implementation. The protests could thus begin afresh.

When they finally dispersed in the early hours of yesterday morning, the protesters gave government parties one week to study details of the proposed constitutional amendments and say when the changes would come into force. Already there are signs some government parties could try to delay implementation. The protests could thus begin afresh.

When they finally dispersed in the early hours of yesterday morning, the protesters gave government parties one week to study details of the proposed constitutional amendments and say when the changes would come into force. Already there are signs some government parties could try to delay implementation. The protests could thus begin afresh.

When they finally dispersed in the early hours of yesterday morning, the protesters gave government parties one week to study details of the proposed constitutional amendments and say when the changes would come into force. Already there are signs some government parties could try to delay implementation. The protests could thus begin afresh.



Who shows the flag for Engineering?

Trafalgar House.

Because, through John Brown and Davy, Trafalgar House has created one of the world's leading engineering and construction businesses, with more than 50 offices worldwide.

With 26,000 staff who design and construct advanced plants and facilities for the process, power, oil and gas, and metals industries.

With a range of proprietary and licensed technology that is unrivalled.

We are proud that it flies the colours of Trafalgar House.

A world-scale business serving world-scale industries and clients.

JOHN BROWN

Trafalgar House Public Limited Company, 1 Berkeley Street, London W1A 1BY.

Davy



TRAFALGAR HOUSE

A World Force in Engineering.

#1 THE FIRST INDEPENDENT RUSSIAN STATES LICENSED AIR CHARTER CO.

CHARTER • SALES • MANAGEMENT
ALG AEROLEASING

Geneva 41-22-798 45 10 Zurich 41-01-814 37 00

alg

• NEW YORK • DUBLIN • BRUSSELS • HAMBURG • BERLIN • MIY

NEWS: UK

Miners to benefit from improved pension deal

By Neil Buckley

TRUSTEES of British Coal's pension fund are to use £1bn of a surplus of almost £1.5bn to improve pensions to miners before privatisation. The move would ensure the increases could not be reduced by any new owner.

The company announced last December that the trustees of the Mineworkers Pension Scheme were considering how to share out a £1.49bn surplus. A plan backed by the mining unions involves 70 per cent being used to improve the scheme, and 30 per cent allowing British Coal to extend its contributions holiday from 1994 until the year 2000.

Benefits to members include a 25 per cent service credit for contributors. The normal pension age will be reduced from 62 to 60.

Critics of the plan, however, warn that it could lead to a shortfall in a few years, as staff reductions leave the number of contributors far outweighed by pensioners.

Once British Coal is privatised, it is not clear who would be responsible for making up any shortfall.

Private bidders emerge for sale of British Coal

By Juliet Sychrava

BRITAIN'S largest private coal producer yesterday emerged as a bidder for part of British Coal, the state mining company, and claimed the industry can withstand competition from overseas suppliers.

Ryan Group said yesterday it would be able to buy part of British Coal when it is privatised after restructuring its finances with a £50m equity injection from a City consortium led by the fund management company, Electra.

The move is a sign that private sector coal companies believe British Coal has a future, in spite of pessimism about the company's prospects.

Mr Crispian Hotson, chief executive of Ryan, said mining concerns such as Anglo-United, Hanson, and RTZ would be lining up to bid for parts of British Coal, as well as international coal companies.

Ryan will be one of the smallest vultures gathering around British Coal - it produces only 6m tonnes of coal compared with British Coal's 90m. But Mr Hotson threw

down a challenge to British Coal. "We could get their costs down, and so could a number of international companies," he said.

He rejected reports from NM Rothschild, the merchant bank advising the government on the company's privatisation, forecasting that competition from gas and imported coal could force British Coal's total output down from 90m tonnes today to 35m-40m tonnes.

"I think Rothschild has taken rather a narrow view," said Mr Hotson. "They have looked at British Coal as operating in a closed coal economy. But once you get the industry on a world basis, there is a huge export market to Europe."

British Coal's pits could produce 50m tonnes of competitive, he said. At world prices that could mean a revenue of close to £1bn.

Although there are so far no details of how British Coal might be sold, it is likely that it will be split into several companies, and Ryan is hoping it will be able to bid for smaller businesses.

BRITISH RAIL

Networks fail to meet punctuality targets

By Richard Tomkins, Transport Correspondent

A QUARTER of all rail routes in Britain are failing to meet punctuality targets set for them under the British Rail (BR) Passenger's Charter, figures published yesterday show.

Users of the worst lines on the state rail network, however, will not qualify for compensation unless the poor performance is sustained to the end of the year.

The figures are the first to show BR's performance against targets on a line-by-line basis since the Passenger's Charter was launched two months ago.

The worst route for punctuality so far has been Network SouthEast's London-Kent Coast line, where only 73.3 per cent of peak-hour commuter trains reached their destination less than five minutes late. The target for the line is 83.3 per cent.

For cancellations, the poorest performers were Network SouthEast's London Tilbury & Southend line and Regional Railways' North-East lines, both of which ran only 96.6 per cent of scheduled trains. The target throughout BR is 99 per cent.

One surprise in the figures is the particularly poor performance of the InterCity sector, customarily portrayed by BR



Rail fatigue: passengers on many routes face delays and overcrowding

as the jewel in its national crown.

All except two of InterCity's seven routes failed to meet punctuality targets, some by a

wide margin: and of the two lines which did pass the punctuality test, one - the Gatwick Express - failed on reliability. The best line in Britain

appears to be Regional Railways' North Wales line, which scored 98.2 per cent on punctuality and 98.7 per cent on reliability. InterCity's best per-

former is the Great Western route out of London's Paddington station, while Network SouthEast's is the line to Northampton from London's Euston station.

Under the Passenger's Charter, regular rail users will get discounts on season ticket renewals if their lines fail to meet performance targets by more than a narrow margin over a 12-month period.

Monitoring, however, only began in January, so BR can avoid giving discounts if it brings performance on the worst lines up to par by the end of the year.

BR said yesterday that although 11 of its 44 routes had failed to meet punctuality targets, only seven of the lines were performing badly enough to trigger discounts for season ticket-holders if they did not improve.

Sir Bob Reid, BR chairman, said: "We have got off to a good start, but we are not complacent about the figures. They have identified many areas where we perform very well, but a few where we are not giving passengers the service we want to."

Mr Roger Freeman, the transport minister, said: "Publication of these figures is an incentive to those who work on the railways. It's not just about discounts."

Ulster politicians set proposals for reform

By Ralph Atkins and Our Belfast Correspondent

NORTHERN Ireland's rival political leaders set out differing proposals for government in the province yesterday as inter-party talks in Belfast appeared to make headway.

The leaders of the pro-British Unionist parties and the nationalists - who favour links with Dublin - met briefly for a plenary session under the chairmanship of Sir Patrick Mayhew, Northern Ireland secretary. Work on possible models for devolution then moved to a sub-committee chaired by Mr Jeremy Hanley, junior Northern Ireland minister.

Now in their third week, the "round-table" talks have so far avoided the public rows over procedure which plagued a similar attempt to negotiate Northern Ireland's political future last year.

Sir Patrick, however, will have to decide soon when to

move to "strand two" of the talks, when the Irish government will enter and negotiations turn to relations between north and south Ireland. It will be a test of whether Unionist suspicions of nationalists' intentions have receded.

Beforehand, it was agreed by all sides that "strand two" would begin "within weeks" of the start but that may not allow enough time for the still substantial differences over devolved government to be resolved.

Sir Patrick Mayhew, the Northern Ireland secretary, is keen to maintain the momentum and has already given the leaders a document identifying what the government sees as areas of common ground.

Unionists are likely to resist any form of power-sharing administration while the nationalist Social Democratic Labour Party and the moderate Alliance Party are likely to push for this option.

Independent gas supplier moves into UK market

By Neil Buckley

THE COMPETITION to break down British Gas's monopoly of industrial gas supply was broadened yesterday when a new company claiming to be the first truly independent supplier entered the market.

North Sea Gas, based in Bristol, will compete for a share when British Gas auctions off some of its gas later this year. It is also close to reaching agreement with two other gas producers.

Backed by both private and institutional capital, the company aims to serve small commercial and industrial customers in southern and south-western England and south Wales.

Of the 14 existing competitors to British Gas, five are joint ventures between regional electricity companies and Utilicorp, the second largest gas-marketing company in the US. The other nine are owned by oil or gas production companies. North Sea gas is the first independent supplier with no links with a producer.

The announcement came only days after Mr Tim Eggar, energy minister, indicated that he would reduce the threshold for consumption under which rivals to British Gas are allowed into the market from 25,000 therms a year to 2,500 therms later this year.

North Sea Gas has received authorisation to operate from Ofgas, the industry regulator, and so is guaranteed to receive at least the minimum allocation of 10m therms when British Gas sells 500m therms of its gas to competitors this October. It will deliver gas through existing pipelines and meters by renting use of the mains system from British Gas.

Mr Ian Powe, chairman of the Gas Consumers' Council, said he had been eagerly awaiting the arrival of companies like North Sea Gas in the marketplace. "This is the first example of true competition in terms of purity of operation."

Concern over EC copyright proposals

By Raymond Snoddy

THE UK television and film industry has expressed its "grave concern" to Mr Michael Heseltine, trade and industry secretary, over European Commission copyright proposals.

British broadcasters say Commission plans to harmonise copyright throughout the Community "would wholly undermine the copyright system which governs audio-visual production in the UK".

A proposed directive would provide for "equitable remuneration" for any actor appearing in a film or television programme being offered for video rental. All the actors involved in a production would also have a new right to authorise or prohibit the renting of audiovisual works.

The Commission originally sought to extend the controversial rights to all forms of distribution and reproduction but this has been dropped in the latest draft.

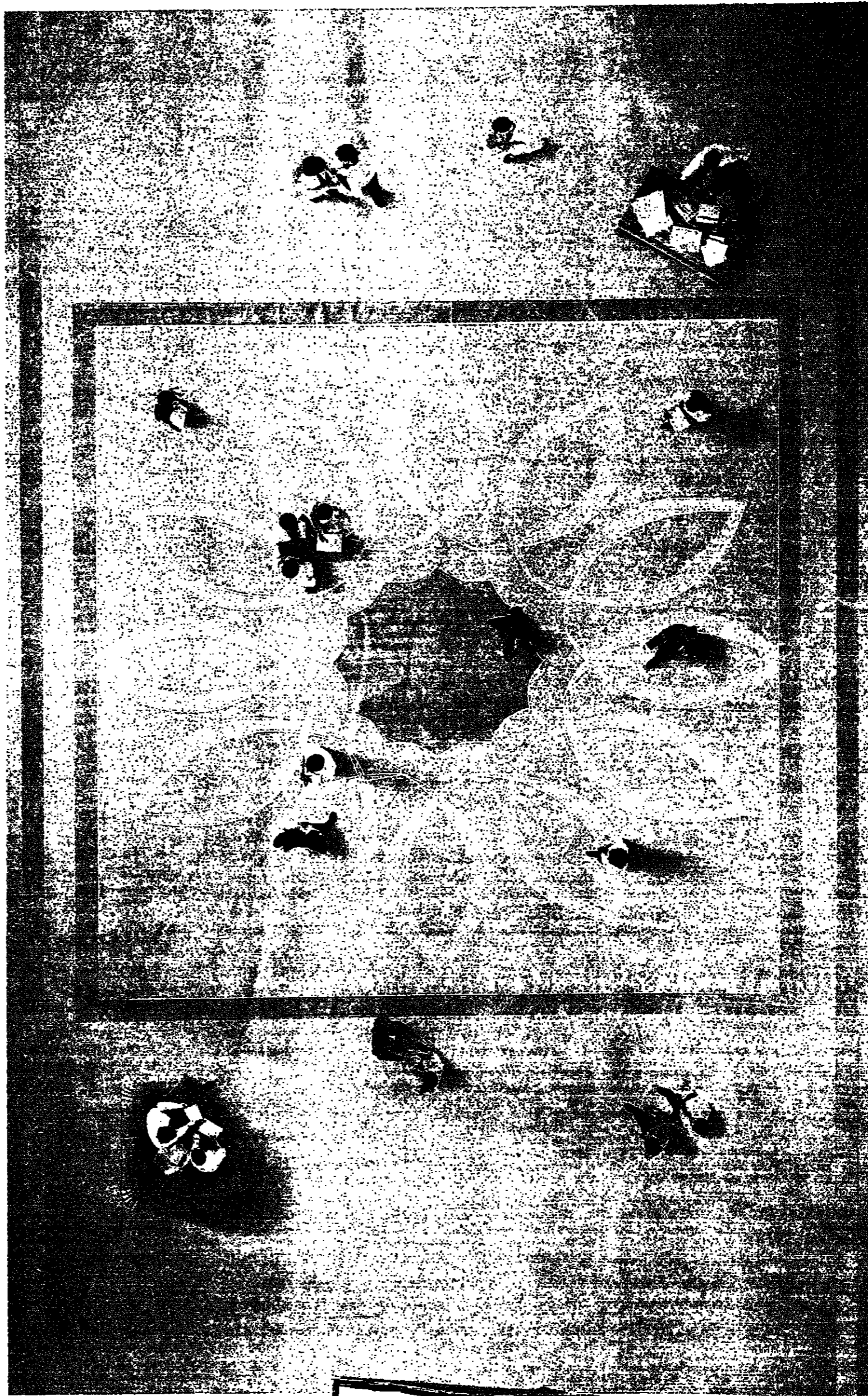
"These provisions would be applied retrospectively with alarming implications for owners of film and programme libraries," the letter to Mr Heseltine warns.

The letter is signed by senior executives from the BBC, ITV, Channel 4, PACT, the independent producers alliance, British Screen Finance and by Mr David Puttnam and Sir Richard Attenborough.

The broadcasters and film makers believe the Commission has pursued its objectives without thinking of the implications for the UK industry.

Mr Clive Leach, chairman of ITV's European Committee said: "Potentially this directive is a dagger pointed at the heart of European programme production. It will hamper investment in programmes and put us at a competitive disadvantage with America and Australia."

Critics believe that tens of thousands of contracts might have to be renegotiated - some going back 40 or 50 years.



هكذا صنع الاتصال

Banks offer lowest pay rise since 1960s

By Catherine Milton and David Goodhart

PAY RISES in the UK banking sector have fallen to their lowest level since the 1960s, with all the major banks settling for rises below the inflation rate.

Yesterday it became clear that more than 28,000 clerical staff at the Midland Bank will accept a 3.5 per cent pay rise. Later this week Barclays Bank is expected to impose a 3 per cent rise.

Earlier this year Lloyds imposed a settlement of around 4 per cent, although it is slightly higher when calculated over a whole year, and the National Westminster around 2.5 per cent.

Only the Bank of Scotland has bucked this trend with an offer worth between 5 and 5.5 per cent.

Managerial pay, meanwhile, which also rose rapidly in the 1980s, is showing further signs of restraint. According to the latest survey by FE International management consultants, median salary rises for UK executives in the six months to April stood at 5.5 per cent.

This compares with median

Staff at the Royal Bank of Scotland are to vote on whether to hold a series of one day stoppages over a disputed pay offer of between 2.5 and 3.5 per cent for clerical grades. The ballot on industrial action will take place today aimed at solving the dispute at Accs, the conciliation service, break down.

increases of 10 per cent over the same period last year.

Employers and government ministers will be pleased to see that the 150,000-plus banking sector - where pay rises helped fuel white-collar pay inflation of the late 1980s - is now acting as a drag, rather than a push, on overall average earnings.

Bank pay rises have even fallen below first quarter settlements in the manufacturing sector which the Confederation of British Industry calculated at 4.3 per cent.

Pay analysts, however, expect the latest average earn-

ings figures, for release by the Department of Employment on Thursday, to be holding up at about 7 per cent. The earnings index figures are inflated by overtime and other bonuses.

The index is also slow to reflect falling inflation and settlements because it takes into account all pay rises over the previous 12 months.

According to Mr Alistair Hatcher, of Incomes Data Services, the generosity of the banks and other employers in the City of London in the late 1980s caused big problems for many other employers of white-collar staff in the same sector of the labour market.

The latest settlements reflect depressed conditions in the financial services sector and some banks' provisions for bad debts. The rises are about half the level of last year.

Similarly restrained rises are being awarded at smaller banks, according to Biffa the banking union. The TSB yesterday offered its 17,000 non-managerial staff a 3.5 per cent rise, which Biffa is recommending they accept, and negotiators on both sides at Yorkshire Bank are to meet on Thursday to discuss a 3.3 per cent offer.



Judith Ward, jailed for life in 1974 for an Army coach bombing in which 12 people died, was freed on bail yesterday by the Court of Appeal pending the formal quashing of her convictions.

The Court ruled that confessions made by Miss Ward, 43, to the attack and two other bombings were unreliable because of her mental instability at the time and her conviction was therefore "unsafe and unsatisfactory".

Tories may rebel in Maastricht vote

By Alison Smith

MORE than a dozen Conservative MPs are prepared to vote against the government over legislation ratifying the Maastricht agreement in a move which could put the government's majority at risk, according to a group of anti-EC Tories.

The group of so-called Euro-sceptics claims the debate on the European Community has moved on since last December when only a handful of Tory MPs voted against the Maastricht deal. The government, they add, is more likely to come under pressure following its sharply reduced majority at the April 9 general election.

The MPs said that since their colleagues are not under the same pressure to be loyal as before the election, some MPs who abstained last December will vote against the government now.

The Euro-sceptics are discussing tactics and organising themselves in preparation for the first debate on the proposed legislation, which is due to come before the Commons later this month.

Until then, the Euro-sceptics will be trying to persuade colleagues who have expressed some concern about the sum-

mit agreement. Leading campaigners are said to include Mr Michael Spicer, Mr James Cran and Mr Christopher Gill.

Through no-one has been excluded, the campaigners have little hope of persuading many of the new Tory MPs to join the rebellion.

One newly-elected Tory MP said that though he would probably end up voting for the government he would do so reluctantly and make his unease known to the party managers, known as whips.

The opposition Labour party has not yet agreed how it is likely to vote on the bill: one likely course is that the party would put down and vote for an amendment in favour of the European social chapter, from which the UK "opted out", but might abstain on the bill itself.

The Euro-sceptics emphasise that even though the government may get its majority on the bill, the future of Europe will continue to run as a controversial issue in the Commons throughout the parliament.

The Conservative MPs who voted against the Maastricht deal last December included Mr John Biffen, Mr Nicholas Budgen, Mr Richard Shepherd and Mr Bill Walker.

Exchange issues tight rules on share dealing

By Richard Waters

TIGHTER RULES on share dealings by directors of listed companies, and on dealings by their families and associates, were issued yesterday by the London Stock Exchange after the share-rigging scandal surrounding the late Mr Robert Maxwell.

Had they been in force before, the rules would have prevented Mr Maxwell and Goldman Sachs, the US investment bank, from agreeing an options deal which has subsequently been the subject of intense scrutiny by various regulatory bodies. The deal gave Goldman the right to sell 15.6m shares in Maxwell Communication Corporation (MCC) to Mr Maxwell at a pre-agreed price.

The exchange did not name Mr Maxwell or MCC, its main listed vehicle, when issuing the rules, but the changes are believed to have been provoked entirely by revelations about dealings in MCC shares and options on MCC shares between the summer of 1990 and Mr Maxwell's death last autumn. The rules will take effect from June 1.

Britain in brief

Registrations fell to 17,250 in April compared with 19,406 in the corresponding month a year ago according to figures from the Society of Motor Manufacturers and Traders.

The fall in registrations in April was the 31st successive monthly year-on-year decline. Sales in April were 48.7 per cent lower than in the same month three years ago.

Accountants face action over BCCI

Price Waterhouse, the accountancy firm, faces the prospect of renewed legal attack for its role as auditor to the failed Bank of Credit and Commerce International (BCCI) following demands from plaintiffs in US class action suits to re-examine its case.

Millberg Weiss, the law firm bringing the suit against 77 defendants, is trying to overturn the April 30 decision by the US California central district court to dismiss its case against Price Waterhouse.

Millberg Weiss alleged there was a conflict of interest by two law clerks in the April hearing, it said they worked on the BCCI case after accepting employment from law firms representing key defendants in other BCCI actions.

The High Court in London, meanwhile, granted an adjournment to creditors of BCCI who decided to reject the proposed liquidation settlement negotiated with the Abu Dhabi majority shareholders.

Lloyd's Names to issue writs

Lloyd's of London, the international insurance market, is expected to face fresh legal action in the next few days from loss-making Names.

A new pressure group of Names, the individuals who underwrite the market, was formed last month which is chaired by the US lawyer, Mr Andrew Grossman. Called the Distressed Names LMX Spiral Action Group, it plans to issue writs against managing and members' agents at the insurance market before 15 May.

The group is seeking support from several thousand Lloyd's Names who face multi-million pound insurance losses as a result of their membership of syndicates which specialised in spiral reinsurance business - in which syndicates and London market companies reinsured each others' catastrophe exposures. *Lex*, Page 20

Consumer credit weakens

Demand for credit by consumers was weak in the first quarter, according to government figures released which did little to support theories about economic upturn prior to the general election.

According to the Central Statistical Office, consumers repaid a net £270m on credit agreements between January and March, the largest quarterly repayment since records began in 1975.

New vehicle sales fall

UK new commercial vehicle sales fell by 11.3 per cent in April with the continuing decline contrasting sharply with the marked improvement in new car registrations last month.

New commercial vehicle reg-

US chip-maker expands plant

National Semiconductor, one of the leading US microchip makers, is to spend £49.5m on expanding its plant at Greenock in the west of Scotland, creating 250 new jobs over two years, and bringing employment at the plant to 1,500.

It is to create a facility for making analogue semiconductor wafers for National Semiconductor worldwide. They will be used in making products including computers, automotive fuel and engine control systems, in-car entertainment systems, telecommunications products and industrial automation.

Travel agents 'incompetent'

Many travel agents are "incompetent and lazy" and waste money by making basic errors and giving sloppy advice, according to a report from the Consumers' Association's Which? magazine released today. Which? claims that more than half its enquiries at 253 travel agents in 10 cities were handled badly with agents telling half-truths and quoting high fares.

Wales gets new investment

Mr David Hunt, the Welsh secretary, announced that agreement had been reached for 10 new industrial projects in Wales involving investment of over £18m and expected to create over 460 new jobs.

Mr Hunt said that in the space of a week he had been able to announce 1,000 new jobs in areas of business ranging from automotive components to food processing.

Used car market stalls

An expected post-election strengthening of the UK used car market failed to materialise last month.

Statistics from HPI, the hire purchase monitoring group, show the number of finance agreements on used cars last month fell by 7.1 per cent, to 73,483, from 79,023 in March.

The drop throws into reverse a recovery for the first quarter as a whole, when credit financed sales of used cars rose by 9.25 per cent compared with the first quarter of last year.

Bets on Walker

Sir David Walker, chairman of the Securities and Investment Board, has been named by UK bookmakers as the likely choice to be next Governor of the Bank of England. Ladbrokes installed Sir David, who heads the City's main regulatory organisation, as the 6-4 favourite to replace Robin Leigh-Pemberton who steps down at the end of June next year.

WE'VE LAID THE FOUNDATIONS TO BUILD INTERNATIONAL SUCCESS.

There's a powerful new force in global banking to help manage your international business interests.

Argentaria, Spain's new banking and financial corporation brings together the country's leading specialist banks into one single federal organisation, to offer international clients strategic business advantages from its specialist range of banking and financial services.

Banco Exterior de España (BEX), the flagship of the group, is a leader in Foreign Exchange and Capital and Money markets.

With an international network operating in 28 countries across Europe, the Americas, the Far East and North Africa, BEX offers key strengths in identifying and developing international business initiatives.

We provide expertise in foreign trade both at a business and institutional level.

Closer to home, we offer insight, advice and information concerning EC legislation and standards on developing international business.

Whilst we hold a pre-eminent position in the peseta market around the world.

(In addition to the normal channels of business available to you, our services are available 7 days a week, 365 days a year through Banco Directo, our telephone banking subsidiary.)

The result? We are providers of long and short term financing, insurance, stock broking services, asset management and project finance.

Our specialist subsidiaries include one of the largest savings banks in Spain; the largest mortgage bank in the country; a specialist bank in the agricultural sector, and we are the main provider of finance for local authorities.

The benefits to your business?

A wider range of specialist services covering all levels of international banking and finance, whatever your needs.

A more rational and efficient range of services offered through Argentaria's subsidiaries to meet your requirements.

And complete accessibility to Argentaria's specialist services wherever you are today, and wherever you want to be in the future.



ARGENTARIA

Corporación Bancaria de España

A EUROPEAN POWER IN WORLDWIDE BANKING

Modern sports professionals rely more than ever before on sheer, unadulterated power as a winning strategy. The American golfer John Daly can hit a ball 340 yards off the tee; the German tennis star Michael Stich can hit a serve at 120 mph, past all but the best opponents.

For these two, and hundreds of other professionals in their chosen sports, the key to success is a mixture of athleticism and new equipment technologies – specifically, graphite-fibre golf shafts and large-headed tennis rackets made of composites of graphite and fibreglass. These have unlocked power that was unattainable just a decade ago.

But simultaneously they represent changes in the games. Daly and Stich came from nowhere last year to win one of their game's biggest events – Daly at the US PGA championship at Crooked Stick, Indiana last August, and Stich at Wimbledon last July.

But how much was skill, and how much the equipment? If the equipment alters the nature of the game, should rule-makers ban it? Or should they welcome the boost such advances offer amateurs, on whom the wider health of the game depends?

The administrators do not know the answers. So the rules of modern sports have become more like a weapon in a continual conflict with equipment manufacturers, rather than a regulator of contests between players. After all, is any tennis player likely to measure the width and length of an opponent's racket-head? Or a golfer expected to grab an opponent's irons and minutely examine the shape and spacing of the clubface grooves?

'Manufacturers, like players, are competing with each other. And competition leads to better equipment'

Hardly. But the rules specify them, sometimes to the millimetre.

Nor are tennis and golf alone in facing dilemmas caused by runaway technologies. Hardly any sport is untouched, from athletics, where new materials in some running tracks favour sprinters but penalise long-distance runners, to yachting, where competitors in the bi-annual Americas Cup competition now spend as much time puzzling over its rules, and wondering whether new boat designs (produced in wind tunnels and supercomputer modelling) break or bend them, as they do tacking and gybing.

"Equipment has had an effect on the game, but that's inevitable,"

Charles Arthur explains how advances in sporting equipment have changed the nature of the game

Moving the goal posts

says Andrew Coe, assistant product development manager at the tennis division of BTR subsidiary Dunlop-Sizenger. "It's just evolution." Bob Haines, the company's research and development manager, adds: "Manufacturers, like players, are competing with each other. And competition generally leads to better equipment, too."

That competition has created something close to an acute problem for men's professional tennis. Until the late 1970s, every professional used wooden rackets. Nowadays they all use graphite-fibre models which are lighter, larger and stronger. These are made by heating acrylic fibres to around 270 deg C, when they form graphite and carbon fibres – far stiffer and lighter than wood. These are then injection-moulded along with fibreglass in varying ratios to produce composite rackets.

Being stiffer than wood, these transfer more of their energy into the ball, which can be hit up to 30 per cent harder. Serves of over 100 mph are common. Though the rackets are two-thirds bigger than wooden ones, the extra size does not compensate for reduced reaction time. Thus the typical point in a men's match next month at Wimbledon will last less than three seconds, and consist of three strokes: serve, return and volley.

For spectators, such matches lack attraction. Thus the Association of Tennis Professionals (ATP), which runs the majority of the men's professional tournaments, and the International Tennis Federation (ITF), which lays down the rules for use worldwide, are worried. If the professional game becomes so boring that no one watches it, the ATP's members will have no income, instead of the £35m in prize money offered on the tournament circuit this year.

In March the ATP got together with the ITF and a number of player and manufacturer representatives to discuss what it calls the "power problem". Among the suggestions were changes to the size of the court, the rules, and enforced reductions in racket sizes.

Manufacturers oppose limits for



John Daly (l) and Michael Stich: helped to victory by powerful equipment

two reasons. First, as Haines says: "Everything tends to get faster in sports; if you put an artificial control on anything, that makes the sport artificial." In other words, the sport does not explore the players' limits of ability.

Second, amateurs adore more powerful rackets; they, not professionals, led the move away from wood, which racket-makers followed happily because the new rackets yielded higher profits.

Yet manufacturers have lost out through that. Wooden rackets wore out and broke (within a few weeks when used professionally), but graphite often lasts for years. Total sales worldwide have dipped from a peak of £15m in 1981 to £11m in 1991. Racket-makers now have to rely on intensive marketing, finding ever more exotic substances to

incorporate in their products: last year one offered materials also found in the Stealth bomber.

The problem for the ATP is that any changes it proposes should not affect the women's professional game – which is separately run and publicly delighted with the increased power the new rackets lend – and be relatively cheap to implement. Limits on the rackets are most unlikely. "It would be a curtailment of freedom," says Haines. It would also be likely to attract Restriction of Trade lawsuits from US manufacturers – if pros could not use them it would be hard to advertise them to the public.

An easier option would be to change the characteristics of the balls themselves: making them bigger or more "fluffy" would increase their air resistance, slowing them

down. This could also provide a marketing boost for ball-makers.

Golf's rule-makers – the combined brains of the Royal & Ancient Golf Club in St Andrews, Scotland and the US Golf Association (USGA) in Far Hills, New Jersey – have more room for manoeuvre than those in tennis. But they are fighting on a variety of fronts: not just clubheads, but also clubfaces and balls. And their undoubted power to set the rules has not kept them clear of the US legal system.

In the mid-1980s an American start-up company developed a ball called the Polara. The pattern of the ball's dimples (which help it fly further) effectively made a seam. Positioned correctly on the tee, it could be made to curve, like a cricket ball, as required. The USGA promptly banned it by changing its rules; the Polara's makers sued. The USGA settled out of court for a seven-figure sum.

A potentially bigger case, due to come to court later this year, involves Karsten Manufacturing of Phoenix, Arizona, makers of the Ping range of clubs.

The grooves on its Ping Eye2 range of iron clubheads had a U-shaped profile (instead of the usual V) and were also closer together than the norm. Professionals using these could put more backspin on the ball and stop it abruptly on landing.

The US Professional Golfers Association (PGA) decided this made them "too accurate". In 1989 it banned the clubs from use in PGA tournaments and proposed a rule banning U-shaped grooves – thus earning an injunction and a lawsuit from Karsten Manufacturing. The case finally comes to court sometime in the next six months.

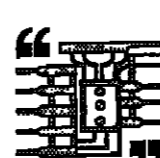
Still the changes keep coming. Other manufacturers, including Yonex of Taiwan and Spalding of the US, have produced "wide-body" woods with heads 15 per cent larger and shafts 1.5 inches longer than normal. Novice golfers like them, feeling they are more forgiving of imperfect shots. For once, the rule-makers have not made any move.

The Royal & Ancient and the USGA know that in rule-making they tread a fine line between preserving the game and strangling the innovation that manufacturers rely on to keep marketing their wares. They also know that most of it is illusory. "The improvements from technology are exaggerated," believes Alastair Cochran, technical adviser to the Royal & Ancient. "In the US, the average handicap is the same as 15 years ago. I think people's views are coloured by what a couple of professionals do with their special shots. The biggest improvement in the past 20 years among the pros is the players, not the equipment."

Technically Speaking

Legal rights of the copycats

By Louise Kehoe



IT IS obvious to personal computer users that Microsoft's "Windows" program makes an IBM-compatible personal computer look like an Apple Macintosh.

Why then has a San Francisco judge gutted Apple's copyright suit against Microsoft by rejecting most of Apple's claims? More important, what impact will the ongoing legal battle between these two companies have on the rest of the information technology industry and on computer users?

In 1988, when Apple filed its copyright suit against Microsoft and Hewlett-Packard (which at the time was touting its NewWave program as an extension to Windows), industry critics charged that Apple's legal action might retard advances in computer software by limiting the use of graphical user interfaces (GUIs).

Implicit in such charges was the acknowledgment that Apple's Macintosh GUI with its "icons", pull-down menus and overlapping windows, represented a significant step forward in making personal computers easier to use.

Four years, three judges and 10m copies of Microsoft Windows later, Apple has been unable to persuade the courts that the overall "look and feel" of its Macintosh software can be protected by copyright.

Instead, the court decided to dissect the Macintosh images and consider whether each element of the computer screen displays represented "unique expression" that was copied by Microsoft, as well as whether that element was covered by a prior licensing agreement between the two companies.

Thus Apple finds itself arguing that the design of the "trash can" icon that represents the function of discarding unwanted data is somehow unique.

This analytical approach to considering copyright claims has been invented by the courts in an attempt to apply to computer software laws that were created to protect works of art and written materials.

The precedent was set recently

by an appeals court in a little-known case involving a now defunct software company called Brown Bag, versus Symantec, best known for its anti-viral programs. Following the analytical approach recommended by the appeals court, the San Francisco court surprised all parties in the Apple case by summarily rejecting most of Apple's claims.

For Microsoft, the rulings represented a big step towards a victory that will enable the company to continue its drive towards domination of the personal computer software market. Apple's case is in shreds and the company's lawyers are pouring over the pieces in search of some way to reconstruct their arguments.

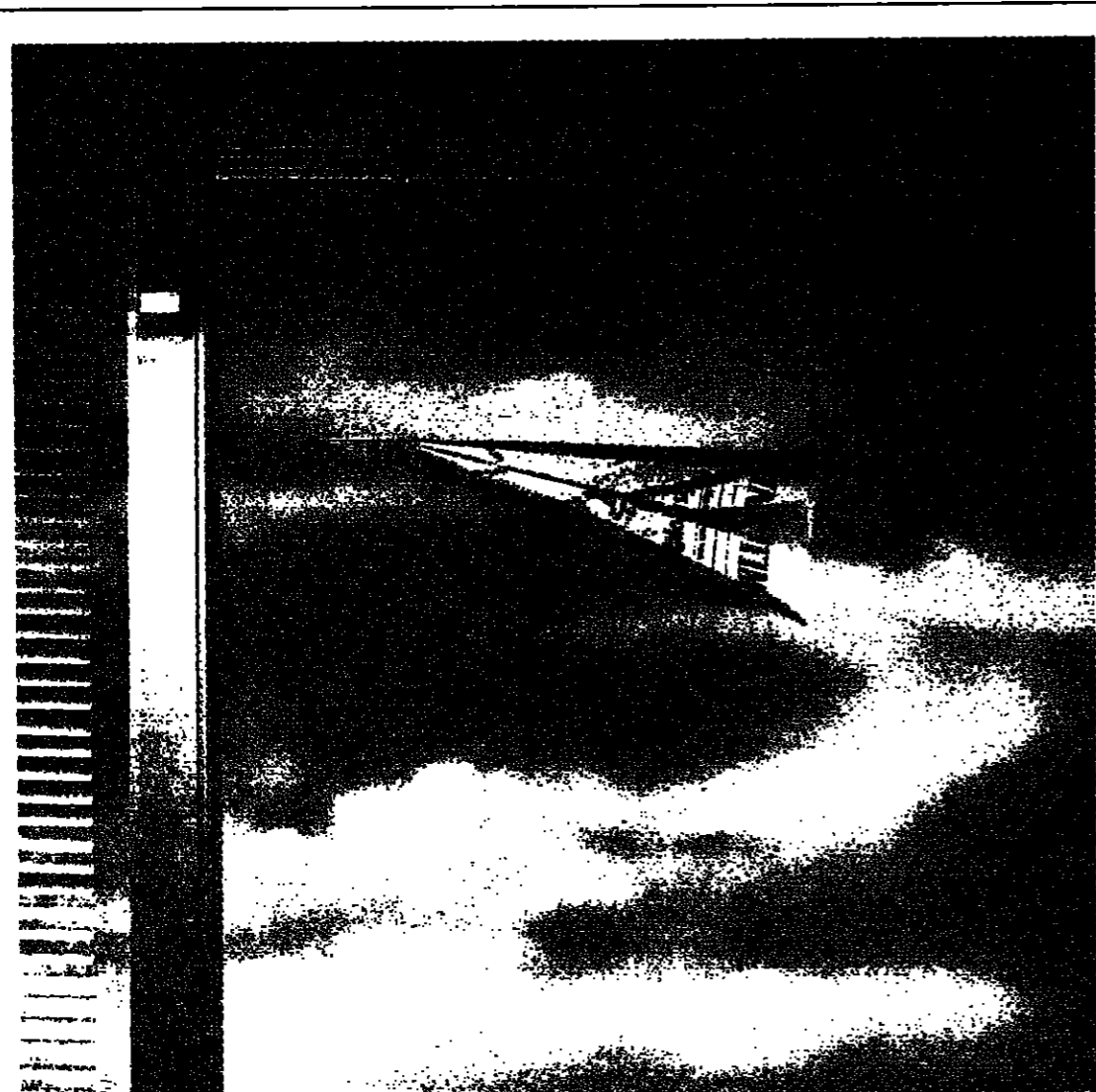
For other software publishers, the way is now clear to produce programs that may share the overall appearance of existing products, thereby weakening the protection that copyright laws offer.

Publishers of the written word may also be given pause for thought. Following the approach adopted by the US courts, newspaper publishers, for example, would not be able to protect the design or layout of their pages which is the "signature" of a publication.

With programs expected to reach the market later this year that will make it possible to reproduce the typeset and layout of any publication quickly and cheaply on a PC, can it be long before a newsletter, or magazine, or newspaper finds itself defending the "look and feel" of its publication against an imitator?

Microsoft may well prevail in defending Windows against Apple's copyright claim. In the short term, Apple's loss will be a victory for all of its competitors in the personal computer market because the reverse decision would have brought the industry to a grinding halt.

The longer-term implications of the court's rejection of the "look and feel" argument should, however, be of concern to all publishers of original works because computer technology will soon make exact reproduction of everything from artist's masterpieces to the front page of the Financial Times not only possible, but probable.



"I THINK FOSTER from FINANCE IS TRYING TO tell US SOMETHING."

Perhaps he's read the Fortune 500 article, which states that "Top US companies operating their own aircraft consistently outperform those who don't."

Or perhaps he's calculated that increasingly overcrowded airports equals delays, equals valuable time lost, equals postponed meetings, equals inefficiency, and lost profits.

With a corporate jet you decide your business schedule, and the airports you take off and land at,

It buys security, privacy, confidentiality and saves that most valuable of commodities – time. An argument which may convince the financial fraternity. But will The Board buy it?

In order to evaluate the business advantages of operating a corporate jet, we've compiled The BAe Guide to Corporate Travel. For your copy,

fax or send us your business card. It could be just the sort of air mail you've been waiting for.

BRITISH AEROSPACE
CORPORATE JETS

British Aerospace Corporate Jets Limited (HTF2), Cumer Way, Hatfield AL10 9TL, England. Fax: (0707) 253807.

FINANCIAL TIMES CONFERENCES

COMMERCIAL AVIATION AND AEROSPACE

– Opportunities for East-West Co-operation and Collaboration
Berlin, 11 & 12 June 1992

Speakers include:

Mr Vitaly Yefimov
Minister of Transport of the Russian Federation

Dr Martin Bangemann
Commission of the European Communities

Mr Anatoly Bratukhin
Ministry of Industry of the Russian Federation

Mr Karl J Dersch
BDL – Council

Mr Lawrence W Clarkson
The Boeing Company

Mr Albert Schneider
BMW Rolls-Royce GmbH

Mr David Hinson
Douglas Aircraft Company

Mr Adam Brown
Airbus Industrie

Mr Pierre-Yves Divisia
European Bank for Reconstruction and Development

Mr Aleksandr Larin
Department of Air Transport of the Russian Federation

Mr Yves Michot
Aérospatiale

Mr Jürgen Weber
Deutsche Lufthansa AG

Mr Bronislaw Klimaszewski
LOT Polish Airlines

Sir Colin Marshall
British Airways Plc

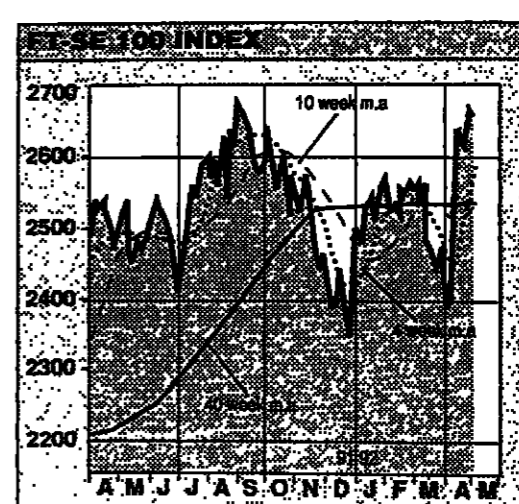
SUPPORTED BY THE BDLI
– GERMAN AEROSPACE INDUSTRIES ASSOCIATION

For further information please return this advertisement together with your business card to the address below.

FT Financial Times
Conference Organisation
126 Jermyn Street, London SW1Y 4UJ, UK
Telephone: 071-925 2323
Fax: 071-925 2125 Telex: 27347 FTCONF G

HB

THE BULLS BREAK THROUGH



The market is reaching new highs and there are plenty of opportunities to be made. Don't miss the boat! Read the Chronicle and get the facts.

INVEST IN THE CHRONICLE

INVESTORS CHRONICLE

A Financial Times Magazine

from your local newsagent
Price £1.50

EVERY FRIDAY

BUSINESS WANTED

WANTED:
Hotel 35-150 rooms

Preferably suites
Buildings for possible conversion also of interest,
provided right of use is favourable.
Mayfair, Chelsea, Knightsbridge,
and Kensington only.
All cash buyer.

Direct fax: 071-402 1914

Write to Box H6821, Financial Times,
One Southwark Bridge, London SE1 9HL**WANTED**

A London Commercial Property Consultancy with
an established client base seeks opportunities for
merger or purchase of an existing profitable
Commercial Property Management Company.

Principles only write to Box No. H6837, Financial Times,
One Southwark Bridge, London SE1 9HL

Successful privately owned PUBLIC HOUSE Company, seeking to
expand, is interested in acquiring multiple unit operators (minimum
5 houses) or is willing to provide finance/management in return for
a substantial shareholding in a potentially profitable existing
operation.

Please write in confidence to:
The Chairman, C.M. Group Limited
Low Hall, Hackney, North Yorkshire YO13 0JN

CMg**HEALTH, BEAUTY,
COSMETICS**

We are looking to acquire
manufacturing, retail or distribution
companies offering products in the
above category.

Please reply in strict confidence to:
Box No. H6838, Financial Times, One
Southwark Bridge London SE1 9HL

WANTED

Small quoted company in the
leisure/catering sector seeks to
acquire a profitable group - size
£1-5 million.

Reply: Ref B.R., 17/18 Henrietta
Street, London WC2

**ENVIRONMENTAL GROUP SEEKS
ENGINEERING CO'S**

International Environmental Services
Group seeks to invest in or acquire under-
capitalised engineering companies and
process contractors with potential.

Please write, in confidence, to Box H6843,
Financial Times, One Southwark Bridge,
London SE1 9HL

TRAINING AND RECRUITMENT

The Training and Business Group
Limited is looking to acquire
training or recruitment businesses in
the U.K. Turnover £200,000 to £3
million considered. Please write in
confidence to N.G. Thorogood, 145
Charles Street, Birmingham B3 3JR

**WANTED - NORTH WEST
MANUFACTURING/
ENGINEERING BUSINESS**

• Turnover £1 M +
• Export Potential Welcome
• Strong Customer Base preferred
• M.B.O. Situations considered
Please reply in confidence to:
R. Morgan, 5 Cecil
Road, Hale, Altrincham,
Cheshire WA15 9NT

Broadly-based, financially strong
PLC seeks opportunities for
acquisition or joint venture with
private companies with interests in
the printing of wet glue and self
adhesive labels for the food,
beverage and pharmaceutical
industries.

Please reply in confidence to Box No
H6847, Financial Times, One
Southwark Bridge, London SE1 9HL

**COMPANY
DOCTOR WISHES
TO PURCHASE**

Company(s) engaged in
Direct Marketing / Mail
Contact by Fax
0904-608-256

CLIENT WISHES TO PURCHASE solvent-
resistant manufacturing company. T/O circa
£1 million Tel: 061 9462974

EXPANDING FORWARDING AGENT based in
Essex, has immediate funds available for
acquisition of forwarding or transport com-
pany. Write Box H6850, Financial Times,
One Southwark Bridge, London SE1 9HL

BUSINESS SERVICES

BUSINESSMAN AGE 46,

In practice as accountant until late 80s. Then
Director of plc and various other businesses
in leisure sector. Recently sold out. Has
available time to spend one day per month
with young, growing companies in London
& S.E., as non-executive director.
Write to Box H6822, Financial Times,
One Southwark Bridge, London SE1 9HL

Geneva based office promoting
business relations between
international companies and the CIS
(ex Soviet Union). Swiss management
offering negotiations in Russian,
Russian, English, German, Italian and
French. Top experience in Mergers,
Acquisitions and Joint Ventures.
Tel: 41-22-7987461 Fax: 41-22-7881502

BUSINESS AND ASSETS of solvent and
insolvent companies, for sale/business
and assets Tel: 071 436 0769 Fax: 071 555
3729

YOUR OFFICE IN LONDON from 7 to 8.30pm
Accountant/Analyst/Fax/Mail Box etc
Closes Sat. Tel: 071 436 0769 Fax: 071 555
3729

DISASTER-PROOF DATA

Up to 40% savings. Keyring
International Ltd. Your access to the best
commercial disaster-proofing service
complete outsourcing. Disaster recovery.
Please call us now. No down time.
No wait time. Spinning 17 times zones
daily. Affordable, creative alternative
for all your disaster-proofing needs.
Tel: 0765 696433 central office.
Tel: 081 678 1472 Fax: 081 678 5697.

DIRECT MAIL LISTS & SERVICES 100's of
ready-made lists immediately available
Suppliers to leading UK companies. Free
catalogue Market-Scan, Freeport, Chichester,
Sussex. Tel: 0243 768711

HARLEY STREET BUSINESS Centre. Fully
serviced offices, business address, board-
room, all secretarial services plus free
telephone and message taking. For details
Phone 071 637 3555.

Your Offices Office Martin Secretarial Ser-
vices Ltd. 100 of Main Tel: (0243) 67411
Fax: 676855.

GROSSVENOR ST. Mayfair-lux services
from 10.30pm. Shopping hot. Tel.
071-463 7520.

OFFICE EQUIPMENT

**MASSIVE CLEARANCE OF OFFICE
FURNITURE**

Workstations inc. seating & storage (steelcase
+ Herman Miller)

Light oak desks + chairs
5' + 6' light oak tables

Rosewood/oak conference tables, various
sizes

4 Chairmans' suites

All Less Than 18 Months Old

MUST BE CLEARED

081 549 9339

COURSES

**THE BATH
PROGRAMME**

An advanced Course in Organisation
Development and Consultancy

Comprising eight modules over a
period of two years commencing in
December 1992. The Bath
Programme is recognised by the
University of Leicester for the
purpose of an Advanced Degree.

For Details Contact:
BATH ASSOCIATES
6 Vane Street, Bath, BA3 4DZ
Tel: Bath (0223) 402053

BUSINESSES FOR SALE

**Touche
Ross****CORPORATE SPECIAL SERVICES**

Our Corporate Special Services Department has a network of offices
throughout the UK, offering guidance on corporate care to companies in
distress, as well as comprehensive services to creditors and bankers.
Contact any of the people at our main offices listed below to find out
how they can help you.

London	Roger Powell	071 936 3000
Belfast	Arthur Boyd	0232 322861
Birmingham	Andy Peters	021 631 2288
Bracknell	Roger Smaridge	0344 54445
Bristol	David Bird	0272 211622
Cambridge	Richard Summerfield	0223 460222
Cardiff	Robert Ellis	0322 481111
Glasgow	Robin Wilson	041 304 2800
Leeds	Ralph Preece	0532 439021
Leicester	Nick Dargan	0533 543598
Liverpool	Peter Bendall	051 236 0941
Manchester	Ken Clark	061 238 3456
Newcastle	Lea Garoff	091 361 4111
Nottingham	Lindsay Denney	0602 500511
Southampton	Harold Wilkes	0703 334124

DBT International

Authorised by the Institute of Chartered Accountants in England and Wales and by the Institute of
Chartered Accountants in Ireland to carry on investment business.

WEST GERMANY

leading manufacturer and
distributor of soaps,
detergents and cosmetics
turnover £100m plus,
profitable for sale, asking
price £20m negotiable

please contact for
memorandum:
ALEXANDER CONSULTING LTD.
London
tel: +44 71 266 4519
fax: +44 71 286 5858

FOR SALE

Engineering company to dispose
of subsidiary who produce high
quality safety equipment for the
marine market.
Good order book, existing
freehold premises are available
to purchase or could be
relocated.
Details apply fax 021 778 2407

CHESHAM.
**BECAUSE YOU ONLY SELL
YOUR BUSINESS ONCE.**

And you want the right buyer. With
confidential briefs from hundreds of
acquisitive public company chairmen
who are looking to buy successful,
private companies worth £500,000 to
£25 million, we ought to be able to help.
So if you're thinking of selling your
business, contact our Managing Director
to arrange a confidential discussion.



**CHESHAM
AMALGAMATIONS**
The first name in merger broking.

Chesham House, 2 Bentinck Street, London W1M 6JX.
Telephone: 071-935 2748

**ALDERSHAW
GOLF CLUB**

EDWIN KIRKER FCA AND STEWART BAIRD CA
the Administrative Receivers offer for sale
the business and assets of
BAHAR LEISURE LIMITED

- Situated near Hastings, East Sussex
- Premier brand new 18 hole golf course
- Floodlit 24 bay driving range
- Existing clubhouse
- Planning permission for new clubhouse
and leisure facilities
- Direct access A21

For details, please contact:
Edwin Kirker or Caroline Stark
Pannell Kerr Forster
New Garden House
78 Hutton Garden
London EC1N 3JA
Tel: 071 831 7393
Fax: 071 404 8109

**PANNELL
KERR
FORSTER**

CHARTERED ACCOUNTANTS

**Titan Mechanical
Handling Limited
(In Receivership)****Stockport, Cheshire**

- Manufacture of pedestrian
controlled fork lift trucks and
materials handling equipment
- Contract servicing and truck
hire
- Annual turnover in excess of
£500,000
- Long leasehold property
(11,700 sq ft)

For fuller details please contact the
Joint Administrative Receivers:
Allan Griffiths and Malcolm Sherson,
Grant Thornton, Heron House,
Albert Square, Manchester M2 5HD.
Tel: 061 834 5414
Fax: 061 832 6042

Grant Thornton

The U.K. member firm of Grant Thornton International.
Authorised by the Institute of Chartered Accountants in
England and Wales to carry on investment business.

Coopers & Lybrand Deloitte, Corporate Finance, has
been engaged to complete the sale of the following well-
known, established subsidiaries of The Ward Group Plc.

The Ward Group Plc**Ward Building Systems Limited,
Sherburn, North Yorkshire
Ward Systemes de Construction SARL,
Paris, France
Ward Baustysteme GmbH,
near Dusseldorf, Germany**

Designers, manufacturers and erectors of
constructional steelwork, a range of pre-engineered
building components and "Atlas" building systems.

- Projected 1992 sales in excess of £70 million
- Freehold land and buildings on a 48 acre site in
Sherburn, with a modern factory and offices
extending to 680,000 sq ft
- Six trading companies with operations covering the
UK, France and Germany
- Key player in respective markets
- Product portfolio includes patented "Multibeam"
system
- Over 700 employees

**Multicom SA
Colmar, near Strasbourg, France**

Designer and manufacturer of purins, rail systems
and other profiles, bespoke steel structures and
pressed metal products.

- Projected 1992 sales in excess of £15 million
- Market leader in the French cold rolled purin market
- Freehold site of 2.4 hectares including 12,000 sq mts
of buildings and 14,000 sq mts of undeveloped land
- Major recent investment in plant
- Approximately 150 employees

**Abbey Limited
Leeds, West Yorkshire and
Peterborough, Cambridgeshire**

Manufacturer of sealed double-glazed units and
toughened glass products.

- Projected 1992 sales in excess of £10 million
- Three modern leasehold facilities equipped with both
automated and manual processing equipment
- Scope for volume expansion without further capital
expenditure
- Good record of customer service with a competitive
edge on delivery times
- Approximately 200 employees

**Piermattei Lavorazione Metalli Spa
Rome, Italy**

Designer, manufacturer and assembler of curtain
walling systems, windows and decorative metalwork.

- Projected 1992 sales in excess of £8 million
- Projected 1992 operating profit of approximately
£0.2 million
- Major supplier of curtain walling in the Italian market
- Anticipated move to new leasehold premises in
summer 1992
- Approximately 70 employees

For further information please write to:

Jonathan Wackett, Coopers & Lybrand Deloitte, 5 Abdon Place,
LEEDS LS1 6JP quoting reference JRW/AR/SMH303
Fax: (0532) 438260 Tel: (0532) 431343 (If telephoning please ask
for the Ward Information Desk). Enquiries will be asked to specify
the business(es) about which they wish to receive particulars.

Coopers
& Lybrand
DeloitteSolutions
for Business

Coopers & Lybrand Deloitte is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

**Torchcross
Environmental
Limited**

The Joint Administrative Receivers offer
for sale the business and assets of the
above company:

- Suppliers of air filtration and
monitoring equipment to the asbestos and
nuclear industries
- Single storey freehold premises of
8,500 sq ft at Morley, Leeds
- Turnover in the year ended 31 May
1991 £870,000
- Prestigious customer base

For further details, contact Mark T Dobell
FCA, Ernst & Young, Barclays House, 6 East
Parade, Leeds LS1 1HA.
Telephone: 0532 431221. Fax: 0532 442241.

ERNST & YOUNG

Authorised by the Institute of Chartered Accountants in England and
Wales to carry on investment business.

For Sale**Clan Douglas Knitwear Limited
(In Receivership)**

The business and assets include the following features:

- Established markets with full Order Book
- £3m turnover
- Freehold property in the Scottish Borders
- Modern knitwear machines and design technology
- Skilled and experienced workforce

Apply for sale particulars to David K Hunter, Stoy
Hayward, 144 West George Street, Glasgow G2 2HG.
Tel: 041-331 2811.

STOY HAYWARD

Chartered Accountants
A member of Horwath International

Authorised by the Institute of Chartered Accountants of Scotland
to carry on investment business.

For Sale - Joinery Company

Complete Joinery Works with additional planning
consents in grant assisted area close to the port of
Falmouth, Cornwall. Modern 12K sq.ft. Factory & plant
- £1m Turnover - Detailed consent for further 20K sq.ft.
Details from: Alan Slater.

Tel: (0872) 863256. Fax: (0326) 377066.

PRIVATELY OWNED

small/medium Cabinet manufacturing company based in the
Midlands in very modern premises. T/O £1m + increasing and
profitable. Offers invited for outright purchase. Major shareholders
moving abroad.

Write to Box H6842, Financial Times,
One Southwark Bridge,
London SE1 9HL

By Order Of The Joint Administrative Receivers R.C. Boye-Stones ACA and
A.J. Barrett FCA of Price Waterhouse Coopers Hotels and Leisure Limited

**Queens Hotel
Crystal Palace
London SE19**

Excellent location for the South
Circular, M25 motorway, Croydon
and internationally famous Crystal
Palace Park and Sports Ground.
149 letting bedrooms, Restaurant,
Bars, Conference and Function
Rooms for 10-600.
Planning consent for further
bedrooms, leisure centre and
restaurant.

Approximately 1.51 acres of ground
OFFERS INVITED FOR THE
FREEHOLD AND CONTENTS IN
THE REGION OF £2.25 million

**YORK
MONTAGUE**
ESTATES AND LETTINGS
15 RAILWAY PLACE LONDON W14 8JG
071 437 6050

**Savoy Hotel
Cheltenham
Gloucestershire**

Well located on the fringe of the town
centre and an ideal base for the
businessman and tourist visiting
the Cotswolds.

63 letting bedrooms, Restaurant, Bars,
Conference and Function Rooms
for 25-120.
Potential for development, subject to
planning consent.

Approximately 1.1 acres of ground
OFFERS INVITED FOR THE
FREEHOLD AND CONTENTS IN
THE REGION OF £1 million

**Knight Frank
& Rutley
INTERNATIONAL**
100, Abchurch Lane, London EC4N 3DF
071 629 8171

**Specialist Marine Plant
Sales and Hire**

Long established and respected company based in the
North of England: Annual turnover approx £700,000
yielding substantial profits.

Large customer base (over 10,000) both national and
international.

Replies from principals only to:
Box No. H6846, Financial Times, One Southwark
Bridge, London SE1 9HL

BUSINESSES FOR SALE

DENLEY COURT HOTELS LIMITED

Kilhey Court Hotel & Country House
Shaw Hill Golf & Country Club

The Joint Administrative Receivers offer for sale the business and assets of this hotel and leisure company.

Kilhey Court

Set in approximately 10 acres of landscaped grounds near Wigan, Lancashire, this hotel is considered to be the most prestigious in the area.

Principal features of the business include:

- turnover c.£2 million
- 53 bedroomed hotel
- restaurants, bars and function suites
- leisure club
- night club and café bar.

For further information and sales particulars please contact the Joint Administrative Receiver, Edward Kempka at Cork Gully, Albion Court, 5 Albion Place, Leeds, West Yorkshire LS1 6JP. Telephone: 0532 457332. Fax: 0532 434567 or Stephen Penn at the Company's premises on 0257 472100.

Cork Gully is authorised in the name of Coopers & Lybrand Deloitte by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Shaw Hill

A refurbished Georgian house set in approximately 110 acres near Chorley, Lancashire

Principal features of the business include:

- turnover c.£1.1 million
- 22 bedrooms
- restaurants, bars and function suites
- 18 hole championship golf course
- changing rooms.

Cork Gully

WELL
ESTABLISHED
SCOTTISH BASED
MANUFACTURING
COMPANY

Specialising in electric heating products. Solid market base with good growth potential. Non debt financed. Directors wish to retire.

Write to Box H6809,
Financial Times,
One Southwark Bridge,
London SE1 9HL.

MULTI DISCIPLINED
ENGINEERING
SERVICES COMPANY
FOR SALE

Substantial order book
Annual turnover £3M
Net assets £200K
Profits 8% before tax

For further details write to Box H6832
Financial Times, One Southwark Bridge,
London SE1 9HL.

RECRUITMENT
CONSULTANCY

Established operations supplying high
quality permanent executive/recruitment
personnel. Location Midlands. Ideally
suited for expansion opportunities.
New profit 1991 £120,000.

Write to Box H6834, Financial Times,
One Southwark Bridge, London SE1 9HL.

Prestigious hotel, business
and conference venueSheraton Voyager
Antalya Hotel

The sale of the Sheraton Voyager Antalya Hotel represents a unique investment opportunity.

This 5-star hotel has been built to the highest specifications and is situated in the prime growth region of Turkey's Mediterranean coast. Managed by IIT Sheraton, the 409 bedroom hotel incorporates extensive conference and recreational facilities.

Its location and access to international air services has allowed it to take advantage of the expanding Turkish tourist and business markets.

A detailed information memorandum may be requested by contacting:

Paul Wootton/John Connor
Coopers & Lybrand Deloitte
Purton Court
London EC4A 4B
Telephone 071 212 1119
Fax 071 212 1332
Telex 884730

Coopers & Lybrand
Solutions for Business

The UK firm of Coopers & Lybrand Deloitte is a member firm of Coopers & Lybrand International.
Coopers & Lybrand Deloitte is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

J C Graham Limited and
Northern Exhibition Centre Limited
(In Receivership)

Newcastle upon Tyne

The trade of the above companies comprises the supply and installation of fitted kitchens and bedroom furniture. The premises are situated some 2 miles from Newcastle upon Tyne City Centre, near to the Metro Centre Shopping Precinct and the A1 Western bypass.

- Turnover in the region of £1m
- Long leasehold property occupying a large site
- Stocks of kitchen components and bedroom fittings
- Some 50 display kitchen and bedroom fittings
- Sundry plant and equipment
- There is also available a freehold investment property at Carlisle

For further information contact the Joint Administrative Receiver: Ian Turner, Grant Thornton, Higham House, Higham Place, Newcastle upon Tyne NE1 8EE. Tel: 091-261 2631 Fax: 091-232 6903

Grant Thornton

The U.K. member firm of Grant Thornton International.
Authorised by the Institute of Chartered Accountants in
England and Wales to carry on investment business.

FOR SALE

Midlands based air conditioning service and maintenance company.
Turnover £1 million.
Gross Profit £500K.
300 maintenance contracts in the Midlands, the South & The North.
12 Engineers employed.
Write to Box H6823, Financial Times, One Southwark Bridge, London SE1 9HL.

BRISTOL
FOR SALE

Successful Business Centre
Housed in period offices for sale
As going concern
Net Profit £97,000
Price £650,000 including freehold
Write to Box H6846, Financial Times,
One Southwark Bridge,
London SE1 9HL.

HOUSEWARES
COMPANY

Well capitalised and profitable company. London based. Importing and distributing housewares produces turnover c. £1 million. Would consider buying or merging with similar company to create a more interesting business.
Write to Box H6835, Financial Times, One Southwark Bridge, London SE1 9HL.

Quality Residential
Property Developer

The Joint Administrative Receivers, WJH Elles and SJA Adamson, offer for sale the business and assets of Alath Construction Limited, long established quality builders and contractors. Principal assets include:

- Five residential development sites in various stages of completion in Hertfordshire and Buckinghamshire
- 1½ acre greenfield residential site in Hertfordshire
- Luxury detached home (5 bedrooms, 3 bathrooms) set in an acre of walled garden

For further details, contact Jason Elles, Ernst & Young, Apex Plaza, Reading, Berkshire RG1 1YE. Telephone: 0734 500611. Fax: 0734 507744

ERNST & YOUNG

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

Squash Club

The Joint Administrative Receivers, WJH Elles and SJA Adamson, offer for sale on a going concern basis, a Squash and Leisure Club. Principal assets include:

- Freehold premises located on high tech industrial estate in Hemel Hempstead, Hertfordshire
- Over 300 full members, including corporate schemes
- 12 full size squash courts
- Licensed bar
- Adjacent freehold 3 bedroomed manager's house also available

For further details, contact Jason Elles, Ernst & Young, Apex Plaza, Reading, Berkshire RG1 1YE. Tel: 0734 500611. Fax: 0734 507744.

ERNST & YOUNG

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

AIRSHIP MANUFACTURING BUSINESS

An established manufacturing company wishing to concentrate on its core business, is willing to consider offers for the purchase of its Helium Airship manufacturing division.

- The division comprises:
- Airship fully CAA certified (FAA approval pending) in the Aerial Work Category
- Inventory of new and used airships
- Complete assistance during transfer of ownership
- Industry leader offering only certified 2 seat airship worldwide
- Sales branch established in US
- Aerodrome lease and hangar available
- Worldwide sales and marketing opportunities in corporate promotional and advertising business.

Offers in the region of £2.7M
For more information contact: Mr M Gillespie
Thunder & Co Ltd
Moorway Road, Oswestry
Shropshire SY10 8EA
Telephone: 0691 670644
Fax: 0691 670617

"TRENCHING MACHINES"
ACQUISITION/JOINT VENTURE OPPORTUNITY

A UK based company that designs, manufactures and distributes a wide range of "trenching" machines.

A leading player in this "niche sector" with a product range that has world wide potential.

- Turnover around £1.2 m. • Net assets around £500,000 • Profitable • Est. 30 years • Well managed • No financial problems • Retirement Sale.

FOR FURTHER DETAILS WRITE TO:
Box H6829, Financial Times, One Southwark Bridge, London SE1 9HL.

WHY SELL NOW!
Sales ledger down, overheads rising and competition increasing. Profitability and cashflow a thing of the past - the business becoming an asset of ever diminishing value. Selling is now the only option.
Wrong! We can show you the way to restore the true potential of your business. Call now for FREE literature, or confidential consultation.

FRANKLIN WILLIAMS & CO
Franklin, Williams & Co Limited
57 Queen Anne Street, London W1P 9JA
Tel: 071-224 6400 (10 Lines) Fax: 071-935 2987

This advertisement has been approved by a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

WAREHOUSING & DISTRIBUTION BUSINESS FOR SALE YORKSHIRE
TURNOVER £2.5 MILLION
Due to impending retirement this profitable business with a fine reputation is being offered for sale.
It has enjoyed growth over many years, and has 180,000 square feet of quality freehold warehousing together with additional space on lease.
Principals only
Write to Box H6825, Financial Times, One Southwark Bridge, London SE1 9HL.

PC OPPORTUNITY
Small, innovative PC business in Bristol area for sale or merger. With effective sales/marketing input, great potential for development as regional dealership and/or mail-order outlet.
Box H6845, Financial Times, One Southwark Bridge, London SE1 9HL.

Smith & Williamson

Company Recovery • Litigation Support • Corporate Finance • Taxation • Banking
Investigations • Insurance Management • Pension & Life Assurance • Accounting • Auditing

The Joint Administrators offer for sale the businesses and assets of the following companies:

PALACE VIDEO LIMITED
PALACE MUSIC
CHANNEL LIMITED
PALACE GROUP OF
COMPANIES LIMITED

- Situated at sites in London W1, the businesses comprise of
- Leading independent UK Film Distributor.
- Extensive video and theatrical catalogue.
- Complete television production suite.
- Highly experienced personnel.

For details, contact Ian Allan or Anthony Murphy on 071-637 5377 at the offices of Smith & Williamson, No.1 Riding House Street, London W1A 3AS. Fax: 071-323 5683.

Smith & Williamson
Chartered Accountants
Registered to carry on audit work and
authorised to carry on investment
business by the Institute of Chartered
Accountants in England and Wales

Smith & Williamson Securities
Authorised institution under
Banking Act 1987.
Member of I.D.C. Member of the
British Merchant Banking
and Securities Houses Association

ENVIRONMENTAL CONTRACTOR

An opportunity has arisen to buy one of the largest environmental landscaping businesses in the U.K. This well established business has excellent management and is well placed to benefit from the growing concern for environmental issues. Principal features include:

- Annual turnover £8.5m
- Excellent customer base
- National coverage
- Extensive freehold and long leasehold premises

For further information write to Box H6831, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE
WELL ESTABLISHED PAINT/BODYSHOP BUSINESS
MANCHESTER AREA

- Approved by leading manufacturers/insurance companies
- Recently modernised facilities
- Substantial long leasehold premises close to City Centre
- Skilled and experienced workforce
- Price guide £850,000

Principals only apply to Box no. H6849
The Financial Times
One Southwark Bridge
London
SE1 9HL

FRANCHISING

MASTER FRANCHISE RIGHTS
NOW AVAILABLE

One of America's most progressive drain, sewer and pipework cleaning and maintenance service franchises, serving domestic and industrial requirements, seeks applications from individuals and organisations to own and operate this dynamic and highly profitable service business.

All franchisees operate from mobile vehicles. Master Franchise Package includes Innovative Sales Marketing and Technical Training that will ensure early success for franchisees and the master franchisee.

Total capital requirement for master franchisee establishment circa £350,000.

All applications to: Michael Sellers,
Franchise Development Services Limited, Castle House,
Castle Meadow, Norwich, NR2 1PJ.
Tel: 0603 620301. Fax: 0606 630174

Individuals and organisations interested in owning and operating other Master Franchise rights are invited to register with us.

ACQUISITION OPPORTUNITY
LEADING SUPPLIERS OF SUNDRY ITEMS TO
THE FOOD TRADE IN A "NICHE" SECTOR

- Turnover in excess of £1 mill. per annum
- Customer Base - 90% the Bakery Trade / Delicatessens / Oriental Restaurants
- Location: South East England
- Around 800/1000 active Customer Accounts (all within 75 miles of base)
- Established for well over 50 years
- Retirement Sale
- Net Assets around £250,000

FOR AN INFORMATION PACK WRITE TO: Box No. H6851, Financial Times, One Southwark Bridge, London SE1 9HL.

GIBSON
HEWITT
& CO

Chartered Accountants 5 Park Court, Pyrford Road, West Byfleet, Surrey, KT14 8BD.

Well established wholesale and retail fruit
and vegetable business available for sale

- Turnover £3,000,000-£3,500,000 p.a.
- Blue chip customers.
- Home Counties based.
- Leases available include warehouse and offices 6,029 sq.ft., retail units 1,100 sq.ft. and 630 sq.ft.
- Reputation for high quality produce.
- Operating at BS 6750 standard.

Would consider selling retail or wholesale business separately.

Please contact Lynn Gibson of Gibson Hewitt & Co.
Tel: 0832 336149
Fax: 0832 336150

Chartered Accountants 5 Park Court, Pyrford Road, West Byfleet, Surrey, KT14 8BD.

Zephyr Cams
Limited

(In Administrative Receivership)

The Joint Administrative Receivers offer for sale as a going concern, the business and assets of the above company, which is one of the country's leading manufacturers of camshafts, as follows:

- Well known and respected company and product name, with established customer base for both Original Equipment and Aftermarket sales.
- CAMTEC trade name.
- Skilled workforce of about 120 operators and administrative staff.
- Extensive range of machine tools including modern CNC facilities.
- Annual turnover around £4 million.
- Approximately 58,000 sq. ft. long leasehold factory and office facilities in prominent location South of Lowestoft.

For further information please contact:
The Joint Administrative Receiver Mark Batten,
Price Waterhouse, No. 1 London Bridge,
London SE1 9QL
Tel: 071-939 3000, Fax: 071-939 4173.

Price Waterhouse

CROWN CORPORATION LTD.

An international perception of Prestige, Influence and Quality.
An embodiment of Importance and Respect. A business name to operate with internationally, in and from Europe "1992".

A corporate image of High Honour, Eminence, Status and Esteem
100% Acquisition: Offers from £3 Million
Please fax to: The Chairman, Crown Corporation Ltd.
United Kingdom Fax No. +44-028-683376

On the Instructions of the Joint Administrative Receivers
N.G. Atkinson Esq & N.R. Lyle Esq
of Touche Ross & Co

LIBERTY TAVERNS LTD
(In Administrative Receivership)
THE WORLDS END
Camden Town, NW1

Offers have been received for the above, accordingly we hereby give notice that full and final offers must be submitted to either of the Joint Agents' London Offices by 12 o'clock midday on Friday 29 May, 1992.

Offers must be in writing, accompanied by proof of funding.

Robert Agestribbe
on 071-262 1272

Ken Sims
on 071-486 4231

Residential Net Agents

2 Branches both well located.
North Birmingham National
Trading Style.
Sale due to ill health.

Principals only. Write to Box H6824,
Financial Times, One Southwark Bridge,
London SE1 9HL.

PLASTICS
RECYCLING
COMPANY

£5 million turnover. Good margins blue chip customer base. Good order book.
Principals only write to Box H6836,
Financial Times, One Southwark Bridge,
London SE1 9HL.

MANUFACTURER OF BEAUTIFUL Furniture.
Sommerset / Dorset border Price £47,500 + S.A.V. Write to Box H6858, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

Manufacture of packaged pumping unit for fire-fighting, stand-by duties etc. (Mainly assembly/fabrication from bought-in components) Turnover £0.75m, 12 employees.
Write to Box H6822, Financial Times, One Southwark Bridge, London SE1 9HL.

MORTGAGEE

seeks interest from prospective purchasers of 30,000 sq ft 5/Storey Manchester Whse with C&C Food PP.
Tel: 0711 873 5462.

ELECTRONIC ASSEMBLY contracting Business and Freehold premises. Fully equipped facility approximately 2,000 sq ft. Price includes residential 3 bed bungalow good will stock & equipment £200,000 Telephone 0772 818755

THE WEEK IN LUXEMBOURG

British estate agents: a place in the Spanish sun



European Community countries must recognise the professional qualifications of estate agents from other member states if they are "equivalent" to those of their own profession, the European Court of Justice (ECJ) in Luxembourg ruled last week.

In an important judgment providing useful guidelines for members of other regulated professions and businesses wanting to set up in other member states, the ECJ said in the absence of any EC directive on the mutual recognition of qualifications, ECJ treaty rules on establishment required Community countries to determine whether qualifications obtained by an estate agent in one member state were equivalent to those required in the host country.

Failure to take account of estate agents' qualifications, when they applied to establish in another EC state, would infringe their treaty rights, the Court said.

If qualifications are equivalent, estate agents must be recognised as such in the host country. If not, they may only be requested to prove that they have those qualifications required by the host country which are additional to those already obtained in their own country.

The case concerned the prosecution by the official Spanish Estate Agents Association of an estate agency run by a British estate agent in Spain.

Mr Stephen Newman, a qualified British estate agent and member of the Royal Institution of Chartered Surveyors, had applied in 1989 for admission to the association but had

not received an official response. He was charged, together with Spanish colleagues, with breaches of the Spanish rules governing estate agents.

Colegio Oficial de Agentes de la Propiedad Inmobiliaria v Aguirre Borrell and Newman, Case C-104/91, ECJ 6CH, 7 May 1992.

Turnover charges and value added tax

A claim by an Italian lawyer for repayment of a supplementary charge paid by him on the basis of his annual fee income to the Italian lawyers' national pension body on the grounds that it amounted to a tax on turnover precluded by the EC's Sixth value added tax directive, was rejected by the ECJ.

The Court ruled that the sixth vat directive permits taxes, duties and charges other than vat if they do not have the characteristics of a turnover tax.

The Italian supplementary charge lacked three essential features of a turnover tax: it was not a general tax; it was not always calculated purely as a proportion of professional fees; and it was charged only at one stage of the provision of services, when the client was invoiced, rather than on value added.

The case has wider significance for other business sectors subject to taxes which might be challenged as incompatible with the sixth vat directive.

Bozzi v Cassa Nazionale di Previdenza ed Assistenza a favore degli avvocati e dei "procuratori legali", Case C-347/90, ECJ, 6CH, 7 May 1992.

The Court also offered further clarification on the operation of the EC sixth vat directive's rule requiring any private benefit from a business to be sub-

ject to vat.

In the case of a Dutch builder who purchased land for his own private use and then built himself a house on the land as part of his business activity, the court said only the value of the house and not the land was subject to vat.

This interpretation was consistent with the purpose of the rule being to remove any inequality of treatment. An ordinary consumer who paid a third party to build a house on his land would pay vat only on the price paid for the house and not the land.

De Jong v Staatssecretaris van Financiën, Case C-209/91, 5CH 6 May 1992.

UK licences allowed to discriminate against UK fishermen

The ECJ ruled in the context of EC fishing regulations that Community states are not precluded from imposing conditions in fishing licences granted to their own fishermen which do not apply to fishermen from other Community countries.

In a case involving a breach of the British licence conditions by the masters of two British fishing vessels, the Court confirmed that the prohibition in the Rome treaty against discrimination on grounds of nationality does not apply where a member state chooses to discriminate against its own nationals, even if it puts them at a commercial disadvantage.

EC law is not concerned with disparities of treatment or distortions arising from measures applied by one Community state which are stricter than those applied in the same sphere by others.

The question arose in criminal proceedings brought against the two masters by the Procurator Fiscal at Elgin for

failing to report by radio their intention to cross from one controlled fishing area to another. No similar obligation applies to vessels flagged and registered in other EC states.

The Court added that the UK's failure to notify such a national control measure to the European Commission in Brussels and to other Community countries did not affect its validity as the notification was required for information purposes only.

Procurator Fiscal, Elgin v Wood and Cooke, Joined Cases C-251/90 and C-252/90, ECJ 6CH 7 May 1992.

Other decisions

In other decisions the Court rejected direct actions brought by two Spanish fishing companies. They were claiming the annulment of, and damages caused by, Commission decisions refusing to approve the award of incentive payments for fishing trials in the south-west Atlantic under the EC rules dealing with improvement and adaptation of fishing structures.

In areas where the Commission had a broad discretion, the applicants' legitimate expectations were not infringed as it was predictable that the Commission would at some point decide that there was no longer any need for fishing trials in a particular zone.

Pesquerías and Naviera v Comisión, Joined Cases C-253/90 and C-254/90, ECJ 5CH 7 May 1992.

Brick Court Chambers, Brussels

FT Commercial Law Reports
Following the introduction of the European Court column, FT Commercial Law Reports will now appear on Wednesdays, Thursdays and Fridays.

IBM's Robinson moves to DTI

Executives of IBM's UK subsidiary are well known for keeping in close contact with senior civil servants in Whitehall. The latest example of the link is Geoffrey Robinson's appointment as the chief adviser on science and technology in the Department of Trade and Industry for a period of five years from June.

He will succeed Bon Coleman who retired at the end of March.

Geoff Robinson, 48, is director of IBM's Hursley

laboratory in Hampshire, the group's main UK research and development centre. He is responsible for 2,000 people working mainly on computer software projects.

Robinson is the lab's second director to become a senior government scientist. A predecessor, Sir John Fairclough, was chief scientific adviser to the Cabinet Office from 1986 to 1990.

Another link between the two men is the Centre for the Exploitation of Science and

Technology (CEST), a London-based organisation dedicated to improving the exploitation of research by UK industry. Fairclough is now chairman of CEST and Robinson is a member of its policy-making council.

IBM has named Phyllis Byrne, whose entire career so far has been spent with the company's US operations, to succeed Robinson as head of the Hursley lab. As an American citizen, she will not be able to follow him into the British civil service.

New finance director for Severn Trent

Severn Trent has announced the appointment of Alan Costin as group finance director in succession to Stuart Larmer, who resigned without explanation last October.

Costin, who joins the privatised water supply, sewage and waste management group next Monday, has been finance director of Lex Service, the car retailing and leasing group, since 1987.

He joined Lex in 1970 and held a number of financial control positions in the UK and US, including finance director of Volvo Concessionaires.

The abrupt departure of Larmer, who quit "to pursue other interests", caused surprise within the water industry since it came less than six weeks before the group was due to present its half-year results, and John Bellak, Severn Trent chairman, declined to enlarge on the terse resignation statement.

Costin, who is 49, at present lives in Buckinghamshire.

THE DESIGN MUSEUM is being very atypical these days, a suitable attitude in the light of its recent funding troubles. It thus seems entirely appropriate that it has appointed a philosopher, Paul Thompson, 32, as its new director.

Thompson has jumped a rung, from the post of curator, and is joined at the helm by John Hendry, 35, who will continue as administrative director.

The museum has thereby tacitly recognised the need to have two people taking on the difficult roles of both financial administration and management and programming of the Museum's galleries - functions previously performed by its previous director, Helen Rees.

Thompson studied first at Bristol University, then moved to the University of East Anglia to complete an MA, then a PhD on the origins of the modern movement, focusing on the American philosopher William James.

The museum now has an operating budget of £1m for 1992, which given a determination to match expenditure to income, should be enough to see it through to better - and richer - days.

Smurfit Corporation/Container Corporation of America. He has been with the company since 1986.

Anthony Smurfit, eldest son of Michael Smurfit, chairman of JEFFERSON SMURFIT, the Irish paper, packaging and financial services group, has been promoted within his father's company.

The 28-year old MBA graduate from Scranton University, Pennsylvania, has been appointed chief executive of the print and packaging division of Smurfit UK, with effect from June 29. He will report to his uncle, Dermot Smurfit, group joint deputy chairman, and chairman of Smurfit UK.

Mike Smith, previous chief executive of Jefferson Smurfit's print, packaging and converting division, was recently appointed chief executive of APF.

The group's British operations, almost entirely made up of the print and packaging businesses, made a trading profit last year of £13.6m.

Anthony Smurfit was previously the personal assistant to James Malloy, president and ceo of Jefferson

vice-president, has been elected a director of HOLMES PROTECTION GROUP.

PEEK has appointed Anthony Gould md of Peek Ltd, its Asian subsidiary based in Hong Kong.

David Lemon, business development director of HEPWORTH's building products division, has been promoted to md. Previously he has mainly held posts in marketing management, apart from a couple of years as md of Glow-worm, the gas boiler company which was acquired by Hepworth in 1987. He joined the board last year. Lemon, 44, says that when the building products business was dominated by clay pipes, "production was the thing". Marketing had gained in importance as the division pushed into new fields with plastic plumbing systems and concrete pipes.

He replaces John Carter, who was promoted to chief executive in March when illness forced Sinclair Thompson to resign.

Jim Leng (above), currently chief executive of LOW & BONAR'S European operations, will become group chief executive and md on the retirement in December of Roland Jarvis.

Richard Hickson, chief operating officer and senior

All change at Addison Consultancy

Addison Consultancy, which is now Britain's biggest market research company following its takeover of AGB Research, is soon going to get a new name and a new chairman.

But while there is little doubt about its new title - Taylor Nelson AGB - the company remains coy about who will take over from the retiring chairman, 60-year-old Liz Nelson, one of the doyens of the market research industry.

Despite its name, the core of Addison's business is the successful Taylor Nelson market research operation. Founded

by Liz Nelson, it was bought by Addison six years ago and was its last major acquisition, before that of AGB.

As a result of the takeover of AGB, which has trebled the size of the company and been financed by a very big rights issue, the composition of the Addison board is changing.

Two AGB directors, Mike Kirkham, 45, who had been managing director of AGB Television Worldwide, and Stephen Buck, 55, formerly AGB's group research director, have been appointed directors of the enlarged group.

Kirkham becomes managing director and assumes day-to-day responsibility for the audits division and Buck, who will be a non-executive director, will focus on further development of the TV measurement and continuous panel activities.

Apart from finding a replacement for Liz Nelson, it is expected that the number of French directors on the board will be reduced now that the shareholding of Virtus, a French market research firm, has been diluted from 26.06 per cent to 8.02 per cent.

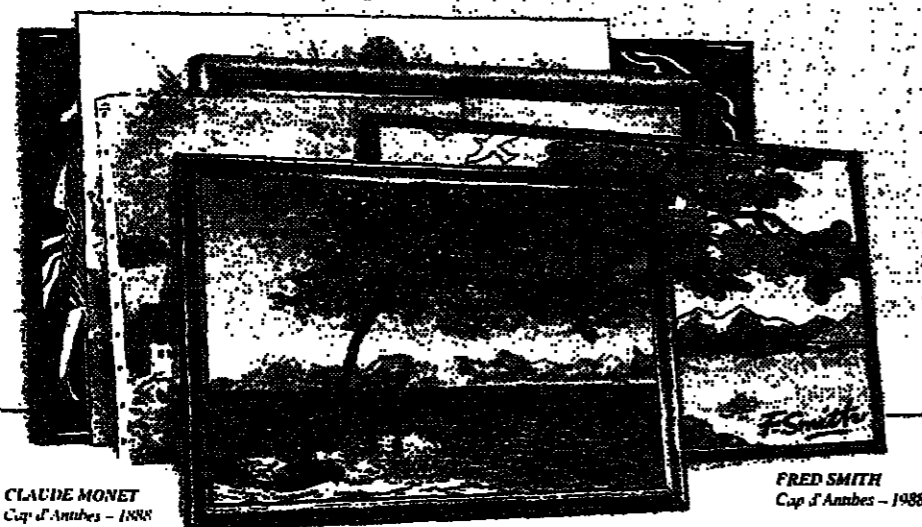
FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

vous faire part d'un accord publicitaire avec

LES ECHOS le quotidien de l'économie le plus important en France. Une annonce dans la rubrique "Offres d'Emploi International" dans le

FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi de vendredi dans l'Édition Internationale du Financial Times. Pour de plus amples renseignements, veuillez contacter:

STEPHANIE COX-FREEMAN
071 373 4027



CLAUDE MONET
Clay Pits at Argenteuil - 1898

FRED SMITH
Clay Pits at Argenteuil - 1988

The Art of Accumulation.

Famous paintings are prized by collectors not only as great works of art but also valuable investments.

Unfortunately most of us can only acquire works by relatively unknown artists - and we can't afford to wait around for 100 years to see if 'Fred Smith' will attain the status of Claude Monet.

For those who want to accumulate on a more dependable basis, it's well worthwhile to consider the advantages of a Fixed Term Deposit Account - offshore with Standard Chartered.

It will enable you to plan ahead, because you'll know exactly how much your investment will realise over a given period, as the rate is guaranteed.

To suit your convenience our Fixed Term Deposits are available from a choice of three locations, Jersey, Guernsey and the Isle of Man, each one offers the same high level of service and expertise.

- Minimum deposit/balance £5,000, US\$ 10,000.
- Other currencies on request.
- Sterling fixed deposits - terms 1 month to 3 years.
- Currency deposits - terms 1 month to 1 year.
- Tax not deducted at source.
- Save and Fix Facility.*
- * This operates in conjunction with Sterling/US Dollar Call or Extra Value Deposit Accounts and enables clients to arrange the automatic movement of funds (free of charge) between accounts, when the fixed term matures. Ideal for those who wish to save a proportion of salary on a monthly or quarterly basis.

For full details please complete and return the coupon below to: Gordon Wylie, Standard Chartered Bank (CI) Ltd, P.O. Box 89, Conway Street, St. Helier, Jersey JE4 8PY, Channel Islands.

Or Tel: (0534) 74001. Fax: (0534) 24890.

Fixed Term Deposits.

The art of banking - offshore



Standard Chartered
OFFSHORE BANKING

To Gordon Wylie, Standard Chartered Bank (CI) Ltd, P.O. Box 89, Conway Street, St. Helier, Jersey JE4 8PY, Channel Islands. Telephone: (0534) 74001. Fax: (0534) 24890.

Please send me, without obligation, full information about your Fixed Term Deposits.

Name _____
Address _____
City _____
Postcode _____
Country _____
Tel _____
Fax _____

Copy of the latest audited accounts available on request. C96

Price Waterhouse



FT FINANCIAL TIMES
CONFERENCE ORGANISATION

present

MANAGING
FINANCIAL
RISKS

6 & 7 July; 12 & 13 October;
30 November & 1 December 1992

The Financial Times and Price Waterhouse have responded to market needs by developing a two day event on Managing Financial Risks.

This intensive, practical course gives advice and direction on the use of derivative instruments, how to measure credit and market risks, how to set appropriate limits, how to identify operational and systems risks and how to use risk adjusted profitability measures.

Visiting speakers include:

Jonathan Britton

Director, Treasury & Fixed Income
Swiss Bank Corporation, London

Crispin Southgate

Director and Head of
Financial Engineering
Charterhouse Bank

Dennis Gartman

President
The Gartman Letter

Tim Pettit

Head of Derivatives Marketing
Sanwa Financial Products

Resident speakers from the Price Waterhouse specialist Financial Risk Management Group include Steve Watson, Roger Bartley, Jeff Thompson and Chris Taylor.

Course Director: Andrew Stott

Please send
me further
details:

**MANAGING
FINANCIAL
RISKS**

To: Financial Times Conference Organisation
126 Jermyn Street, London SW1Y 4UJ. Tel: 071-925 2323 (24-hr answering service)
Telex: 27347 FTCONF G Fax: 071-925 2125

Name _____
Position _____
Company _____
Address _____
City _____
Postcode _____
Country _____
Tel _____
Telex _____
Fax _____
Type of Business _____

HA

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Tuesday May 12 1992

The fight for EC finances

WHEN MR Jacques Delors spelled out plans in February for a one-third increase in European Community revenues during the next five years, the EC Commission president knew that he was advancing into difficult terrain. The hostile response from the richer EC countries has shown that this campaign will be uphill all the way.

Placing the EC's budget on a new footing to meet the challenges of a Community which is becoming both wider and deeper is of crucial importance. The EC must, however, draw up a far more coherent list of spending priorities for coming years, ensuring that its ambitions for an enlarged union do not run beyond its capacity to finance those actions and responsibilities in a sound and sensible way.

Half the extra money which Mr Delors wants to spend by 1997 is targeted on economic development in the poorer EC countries, Greece, Spain, Portugal and Ireland. Much smaller additions are earmarked for aid to the former Soviet Union, eastern Europe and North Africa, as well as for the EC's infrastructure and industry projects.

The Ecu 21bn extra spending foreseen over five years in the Delors plan will break any national budgets. The increase adds up to roughly 0.25 per cent of the Community's combined gross national product. Mr Delors' proposals are consistent with the principles underlying the Maastricht treaty on European union. The EC has, after all, set itself the goal of moving to a higher plane of integration, crucially through economic and monetary union.

Most critical

The countries which have most criticised Mr Delors' ideas are those which are either already - like Germany and Britain - net contributors to the EC budget, or those which fear, like Italy, that their benefits will be eroded. Yet if the Community wants to create the political conditions for irrevocably fixed exchange rates between all members, it will have to accept the need to pay for it. It is accepted that preparing for Ecu requires convergence of EC economies, but this process should not be viewed in a rigid way. The EC cannot, for example, sensibly

pursue full income convergence among all member states, not least because it would send the wrong signals to the former communist countries of central Europe now queuing up for EC membership in the next decade. Yet fiscal transfers from stronger to weaker countries will help to cushion the effect of economic restructuring in the poorer members. Such restructuring is taking place anyway, but the pressure will probably be greater under the Ecu process. Spain, for instance, is understandably making support for the Maastricht treaty dependent on greater efforts to finance economic "cohesion".

Greater equity

Any future EC budget arrangements must aim for greater equity in the provision of resources. The Commission plans to shift the mechanism for allocating contributions away from the present reliance on value added tax receipts towards a measure based more on countries' GNP. That is an overdue move towards more fairness.

Another guiding principle is the need to maintain maximum pressure for reform of the common agricultural policy. Farm spending was about three-quarters of the Community budget in 1984-85. It is due to fall next year to less than half the total. For Mr Delors' overall spending plans to be credible, these reforms must be intensified.

There are consequences for Britain, too. If the new direction taken by the Community at Maastricht is to be sustained, Britain will have to help foot the bill. The UK's £2bn a year rebate on its Community payments was negotiated by Mrs Margaret Thatcher in 1984, when the EC's financing structure and its ambitions looked very different. The UK must accept that the rebate will probably have to be renegotiated. The German government again made this point in Brussels yesterday.

Some of the Maastricht signatories may have been under illusions about the consequences of the commitment to which they agreed. If Mr Delors has provided the opportunity for a clearer and more rational debate about the EC's budget strategy, then - not for the first time - he will have set the Community on the right course.

Better news from America

WALL STREET'S reaction to the unexpectedly sharp rise in US payroll employment on Friday was telling: bond prices fell back in mild shock, but then recovered and by the end of the day the yield curve was actually flatter. In short the US recovery, which is by now well established, still looks like a very moderate one. This is frustrating to the administration, which is looking for a political boost, and to the Fed, which had hoped for a stronger response to its quite aggressive monetary easing; but it suits the bond market. Growth looks strong enough to support tax revenues, but too weak to threaten a resurgence of inflation.

It is easy to discount Friday's news: much of the growth was in health; manufacturing still looks sluggish, with shrinking order books; and in any case, there was an extra week in the survey period which is not reflected in any seasonal adjustment. Equally, the strong retail sales shown in recent store surveys can be put down to the weather, or a politically-motivated surge in Federal payments which will not recur. Meanwhile, car sales remain at historically depressed rates even after a modest April rebound.

Positive signs

Easy, then, to cavil; but almost certainly misleading. There are also hidden positive signs: the household survey of employment, which includes self-employment, is strongly positive - the strongest, in fact, in any post-war recovery; and payroll employment outside the growth sectors of retailing and health care has stabilised despite continued restructuring and layoffs in defence, finance and parts of the public sector. The private sector diffusion index - the proportion of all employers expecting to increase hirings - is now clearly positive.

The puzzle for anxious observers on this side of the Atlantic is to see what is driving any recovery at all. It is true that the Fed has responded, too slowly for some critics but far more strongly than any European central bank, to signs of self-imposed credit restraint. However, the figures for broad money and credit show no response - indeed, the growth of M2 fell through the bottom of the Fed's target range at its last read-

ing. Strong personal income growth has not been enough to offset weak employment and weaker confidence in the US, yet spending rises in the US despite the fact that real wage rates have hardly risen in a decade. Exports have accounted for well over half of US growth since the dollar was driven headlong from its 1985 peak, but most US export markets are now themselves depressed.

Reviving confidence

The first answer is that US domestic growth and employment growth are the two sides of a similar coin. The labour force is still growing, though less rapidly than in recent decades, strongly supported by immigration. This helps to explain low real income growth, low inflation and low personal savings rates; but it promises that reviving confidence in the jobs market - and confidence is reviving, according to recent surveys - will attract more participants. This is an economy without an effective labour constraint. This casts an odd light on the Europhobia which faces well-qualified would-be immigrants to most EC countries.

A second answer is that US export growth is standing up well to sluggish demand in the outside world. This reflects not only an under-valued exchange rate - an example which cannot, by definition, be followed by everyone - but an open-minded trade policy. While the project for a North American Free Trade Area seems beset by snags, it has given the signal for dynamic growth. US exports to its economically tiny but potentially huge neighbour Mexico have been growing as fast as those to the entire EC. Contrast, again, the grudging response to the desperate trade needs of the former Warsaw Pact economies.

It is ironic that these modest and sensible successes have been achieved at a time when American political self-doubt has never been stronger, when populists denounce the loss of jobs to Latin America, and minorities in US cities explode in mutual hate. But if returning economic success soothes these social problems, European economic leaders should be asking, between shouting-matches on trade, what they can learn from the US.

Ed Brennan, a third-generation employee at Sears Roebuck who rose from the shop floor to become its chairman, sits in Chicago's 110-storey Sears Tower and ponders a question about capital expenditure. The carpet is thick, the view magnificent, and Mr Brennan does not appear to know the answer.

An adviser interjects. The required figure will be disclosed in the retail and financial services group's annual report. Perhaps he could search it out and communicate later? Mr Brennan, mollified, delivers a homily on the dangers of statistics.

By chance, an identical conversation had arisen weeks earlier. The setting had been the spartan headquarters of Wal-Mart, an aggressive discount chain which recently ousted Sears as America's top-selling retailer. Don Soderquist, Wal-Mart's chief executive, had nipped into a neighbouring office, cornered the finance director, and extracted the answer. It took two minutes and there was no minder in sight.

The comparison may seem trivial but it epitomises much of the criticism surrounding Sears. Struggle as the 106-year-old behemoth may to cut costs and streamline operations, it is still dogged by inefficiency and overmanning. The antique furniture does not shift easily and the paternalistic attitudes of top corporate officers seem equally fixed.

"The central issue is culture," says Edward Waller, retail industry observer at Montgomery Securities, a San Francisco broker. "Sears was so caught up in its post-war success that when the world passed it by in the 1970s, the company didn't know it."

Criticism of Sears has been mounting over the past five years, since its peak profits after tax of \$1.63bn in 1987. The company - which employs more people than any US corporation except General Motors - has been on a slide since then, making less money last year than in 1983. Its share price has oscillated around the \$40 mark for four years after a high of \$59.5 in 1987. Not surprisingly, investors are unhappy; some have complained vociferously. At its annual general meeting on Thursday, five separate "dissident" motions are on the agenda. Mr Brennan knows there will be trouble.

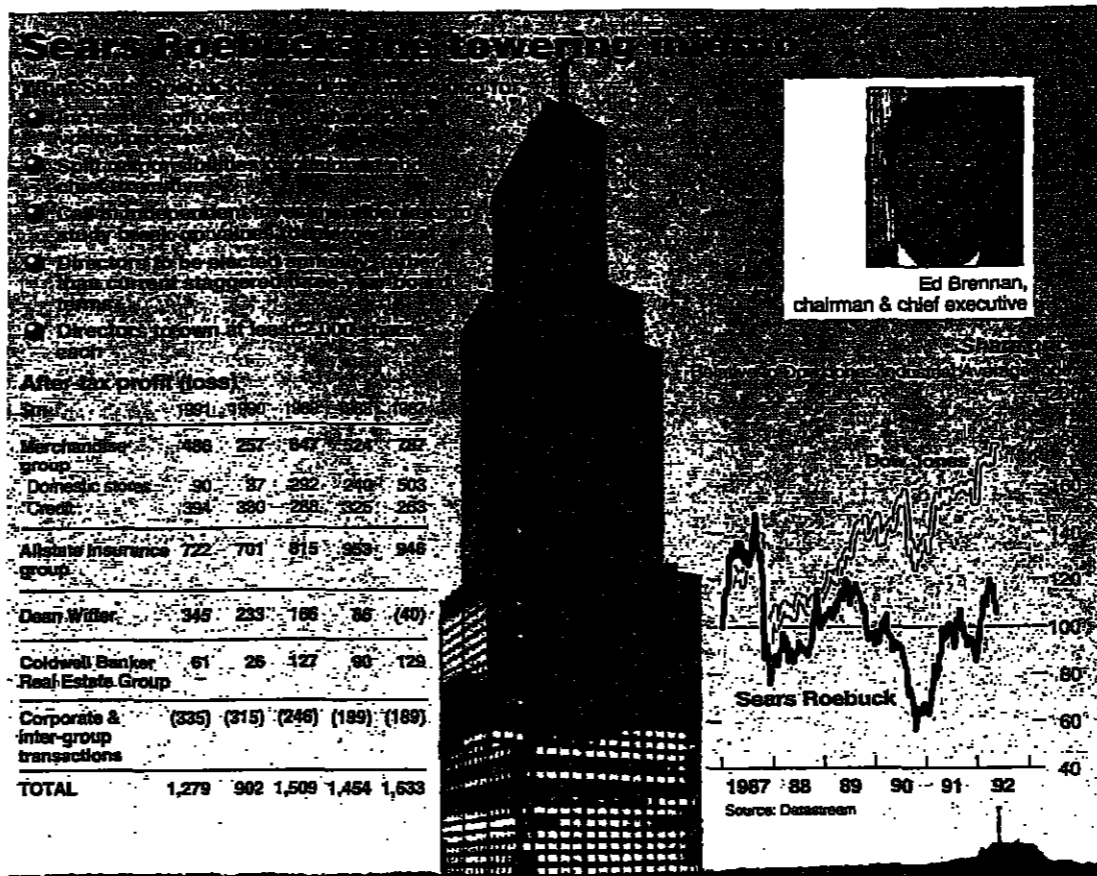
Already some of his opponents have spoken out publicly. These include the California Public Employees Retirement System (Calpers), one of the biggest institutional investors in the US; some of the sales agents for Allstate, Sears' large insurance subsidiary; and Robert Monks, a professional shareholder activist, who tried to win a board seat at Sears 12 months ago.

Battle lines have been drawn. On one side, Mr Brennan will be challenged by his critics to field an adequate "industrial" defence in terms of improved operating performance and to outline strategies to recoup lost territory. On the other, the dissidents will be trying to take advantage of the changing climate of US corporate governance to give shareholders greater influence on the company through independent board directors.

Against this background of declining performance and mounting disenchantment, Sears' problems should be put in perspective. Having started out as a catalogue operator in the 1890s, it had come to symbolise "mainstream America" by the mid-1950s and by the 1960s was able to state bluntly: "We are not a store for the whimsical or affluent... We are not a store

US retailer all over the shop

Nikki Tait and Barbara Durr examine mounting criticism of Sears Roebuck



which anticipates... We reflect the world of Middle America."

The roaring Eighties, followed by the recession-hit Nineties, have presented two distinct challenges. First, after a sharp rise in consumer spending and expansion in US retail space, Sears turned to consumer-based financial services. In 1981, at a cost of \$800m, it added the Dean Witter Reynolds investment banking firm and Coldwell Banker property services to Allstate, the large composite insurer it already owned. "Stocks 'n' Socks", muttered Wall Street rather derisively.

In its zest to become all things to all men, Sears overlooked the trend of the US retail market. Specialty retailers, or "category killers", started coming into their own in the late 1980s and stealing business from department stores. Toys 'R' Us is probably the best-known example in the UK - but in electronics, the pattern was repeated by Circuit City, in fashion by the likes of Nordstrom.

More recently, a second trend has emerged. Discount retailers, led by Wal-Mart, and the warehouse clubs (out-of-town barns, selling at rock-bottom prices to a membership customer base) are making the running. "Value" has become the buzzword, quality, branded goods at the lowest prices.

On both scores, Sears has been slow to respond. At the end of the 1980s, it introduced "power formatting", dividing the business into

seven areas: appliances and electronics, home improvement, automotive, home furnishings, women's fashions, children clothing and men's apparel.

Each was to have its own distinctive space and image within the overall store. In the case of electronics, for example, Sears effectively developed an in-house boutique, Brand Central, and broke with tradition by introducing rival name brands alongside its own strong Kenmore appliance brand.

On the price front, Sears actually closed its doors for two days in 1989 to adjust prices across the board. Amid much fanfare, it reopened and declared its commitment to a policy of "everyday low pricing".

But such catch-up moves did not address the retailer's deep-seated problems. A far more fundamental change was needed if Sears was to match its rivals. In 1989, Sears' expenses accounted for 30 cents in every dollar of sales; at Kmart, the figure was 22 cents, and at Wal-Mart, 16 cents.

Worse, Sears' bureaucracy, especially on the merchandising side, was cumbersome. There was, for example, one staff of head office buyers, with marketing staff who talked to the stores; store managers who took responsibility for the profits of their properties, and who

picked what they wanted from the buyers' lists; and then regional store managers who had responsibility over the store managers, and their own marketing operations. Inevitably, suppliers would find the head office buyers and regional managers at odds, and the supply chain would stagnate.

Shifting this juggernaut's course has not been quick or easy. On one hand, Mr Brennan says 275 stores out of 860 "will essentially have the ingredients of the power format by the end of 1992". (This could mean a full-scale revamp or a more superficial division of existing floor-space). When asked about the pace of further change, he prefers to stress spin-off merchandising benefits over hard numbers relating to the group's performance.

The cost picture is no clearer. More than 40,000 jobs have been axed since Mr Brennan resumed direct responsibility for the retail division in August 1990, including those of the regional managers. But Sears' competitors still have an average five-point cost advantage. "Their expenses (are) running at about 23 cents on the dollar while ours are at 28 cents," Mr Brennan acknowledged. (The 1991 figure stood at 29.2 cents for Sears).

This disparity prompted Sears to commission a "benchmarking" study - in essence, a detailed comparison with other retailers' organisational structures, with particular emphasis on staffing and costs.

The results? "There will be additional jobs to go," says Mr Brennan. "It's a very difficult task to realign a business. In some areas we're at the end of the job losses." He refused to discuss numbers.

To date, the earnings figures show little benefit from Mr Brennan's strategy. After-tax profits fell to a low of \$902m in 1990, before rebounding to \$1.28bn last year. At first glance, the merchandising division appeared to mirror this improvement; its profits, \$737m in 1987, advanced from \$257m in 1990 to \$486m in 1991. But within this figure, domestic retail operations made just \$90m, and \$394m came from the credit business. This, moreover, was on turnover of \$35bn.

Significantly better figures are expected this year; earnings per share are forecast to top \$4.50, compared with \$3.71 in 1991. This will be partly due to cost savings on the retail side; partly to a rebound at Allstate; and partly to strong figures from Dean Witter.

Before competitors start rubbing their hands in glee on Thursday, they should pause. Only one alternative strategy has been mooted to pull Sears out of the mire - spinning off the financial services companies as a separately quoted stockmarket entity.

In share price terms, a demerger could look attractive. One observer reckons the retail division and financial services companies, traded separately, might be worth \$57-\$66 a share (before the allocation of corporate overheads). Operationally, the advantages are debatable. There is potential for an increased amount of cross-selling between Allstate and Sears the merchandiser but at present the two groups only generate a small percentage of each other's total revenues. The demerger study proposal is the third preference on a list of five ideas being put forward by dissidents on Thursday, says Mr Monks, who has contacted 300 institutional shareholders (see graphic).

The dissidents face one other crucial problem in battling for reform. About 22 per cent of Sears' shares are held by employee profit-sharing plans whose trustees are appointed by the board. Sears' critics know they have little chance of securing support from this block. The more they can realistically expect is a strong protest vote.

That, at least, might send signals to the board which, apart from Mr Brennan, is composed of non-executives. Mr Monks cites recent ousting by directors of chairman Robert Stempel as head of the executive board committee at General Motors as a sign of a changing climate. "I think the GM action removes every modicum of a doubt that a board is required to take responsibility. In the past, it has usually gone along with management."

Given the record of inaction at Sears, it is possible that nothing will be done to appease shareholders. The company cannot readily board numbers from 15 to 10 last year, and the figure is now nine - despite promises to bring in new blood. These remaining directors may be inclined to give Mr Brennan the benefit of the doubt until the results of his strategy are clearer.

But the raised voices of the critics will not be silenced if the company gives any further ground to its competitors. If Sears does not find a way to reach into the hearts and purses of middle America, Mr Brennan may discover that magnificent views do not necessarily make magnificent companies.

Joe Rogaly

Major's magic moments



Everything seems to be going right for Mr John Major. The prime minister should not be begrudged his magic moments. He has earned them. Indeed, they may last longer than the fates usually allow, for since his return to Downing Street on April 10 he has performed with the confident touch of a man whose hold on his job has at last been legitimised.

Just over four weeks ago he led the Conservatives to their fourth general election victory in a row. The fact that this was unexpected made the achievement seem all the more remarkable. Yet there was none of the triumphalism of June 1987 in last week's Queen's Speech, or in the prime minister's presentation of it in the Commons. With Mrs Margaret Thatcher in charge, a majority of 100-plus, and the opposition in disarray, the Tories of 1987-88 strutted about as if they were politically immortal; with Mr Major in charge, a majority down to 21, and the opposition in apparently worse shape than ever, the Conservatives of May 1992 are conducting themselves with moderation and courtesy.

It would be uncharitable, and incorrect, to ascribe the government's restrained demeanour entirely to the narrowness of its majority, or even to the nasty premonitions of defeat that afflicted most of them during the campaign. The matter-of-fact personality and emollient style of the prime minister have also had something to do with it. If the Tories go on like this they will end up more popular than they were during the Thatcher years. The apparent rush of support for Conservatives in last week's local elections is partly the consequence of Labour's demoralisation,

but its significance should not be discounted. After 13 years of continuous rule what seems like an entirely new government has emerged. The prime minister's political stature has been enhanced, not only in its own right, but also when set against the diminishing public images of the German chancellor and the presidents of France and the US.

The Conservatives are benefiting most of all from a perception that the British economy is in better shape than those of its continental competitors. People are beginning to get carried away on a wave of exaggerated optimism. Some indicators suggest that the recession has bottomed out, others that we have

The Tories could end up more popular than they were during the Thatcher years

to wait. This is beside the point. Recovery may be slow but there can be no doubt that it is on the way. We are all bulls now - all that, except the unemployed, sellers of houses, and retailers waiting for consumers to get the message.

The mood in the City has been transformed. The stock market has advanced to record highs. Sterling is strong, and rising, in spite of a cut in bank base rates by half a point to the lowest level for four years. Now the talk is of British interest rates falling below Germany's, a notion that could not be seriously entertained before polling day. There are many technical explanations for this turnaround, but the simplest is the most compelling: the markets are showing confidence in Mr Major's government.

Democrats may not savour the prospect of decades of one-party rule; markets are more sanguine.

The opposition is in abeyance. It is easy to sustain the fancy that it may not return to power this century. Mr Major acknowledges that mistakes were made during the recent campaign, but he has vowed that they will not be repeated. His appointment of Sir Norman Fowler to rebuild the Conservative party is one means to that end. Mr Fowler is a smooth operator. Given four years in which to do the job his administrative overhaul could make the difference in a score or more of marginals. The work of the constituency boundary commission, generally thought to be worth between 15 and 20 extra seats to the Tories, will have been completed before there is a chance to vote again.

In these circumstances the size of the task facing both Labour and the Liberal Democrats is greater than perhaps either party has yet realised. Mr Paddy Ashdown's weekend call for a working relationship between the Lib-Dems and Labour, "to assemble the ideas around which a non-socialist alternative to the Conservatives can be constructed" reaches to the nub of the matter. Yet even when, as they surely must, both sides prove willing to talk that will be only the beginning. The ideas they assemble must have relevance to the needs of the future, not the past. Old Labour-Liberal rivalries must be set aside. To be certain of an election victory the two parties must unite, or one must swallow the other. Neither is yet ready to allow either cataclysm to take place.

This leaves Mr Major facing the only hostile opposition he needs to fear: the devastating force of unforeseen events. We cannot know when this monster will show itself, or what form it will take. We can, however, be sure that it will come. Events always overthrow governments in the end. For Mr Major that experience may lie many years in the future.

CHARLES TYRWHITT
Makes of fine shirts
Two-fold cotton poplin

A SPORTING OFFER
Send for our free catalogue and we will send you a pair of brass collar stiffeners. Absolutely free and without obligation.

Removable brass collar stiffeners, exclusive to Charles Tyrwhitt, keep your collar smart and straight all the time.

Two-piece collar and split yoke for a correct but comfortable fit.

Generous cut for dry-cleaning comfort and lifelong wear.

Twin-needle stitching with double seams round the armholes for durability.

Wide selection of plain and striped fabrics.

Real pearl buttons, crossover stitched to ensure they never fall off.

Choice of twin-button single cuffs or double cuffs for use with cufflinks.

Long tails designed to stay inside your trousers.

100% pure, two-fold cotton poplin, the traditional shirtmaker's choice.

BUY FOUR SHIRTS, GET A FIFTH ONE FREE
Two-fold cotton poplin shirts from £29.20

CHARLES TYRWHITT SHIRTS
Freeport, Saddlers Court, Camberley, Surrey, GU17 7BR
Telephone 0252 860940 Fax 0252 861677

Please send my free catalogue and brass collar stiffeners:

Mr/Ms/Miss/Ms
Address
Postcode

Charles Tyrwhitt Shirts, Freeport, Saddlers Court, Camberley, Surrey, GU17 7BR

The Archbishop of Canterbury has criticised companies' narrow focus on shareholders. Charles Handy calls for a shift in thinking

Priorities and purpose at the heart of capitalism

What is a company for? The question sits uneasily at the heart of capitalism. Until recently, with communism and centrally planned economies as our common opponents, we were not pressed to provide an answer. To many reared in the traditions of Anglo-American business, the answer anyway was clear: "to enhance shareholder value", with all that implied for efficiency, customer service, shareholder investment and personnel policies.

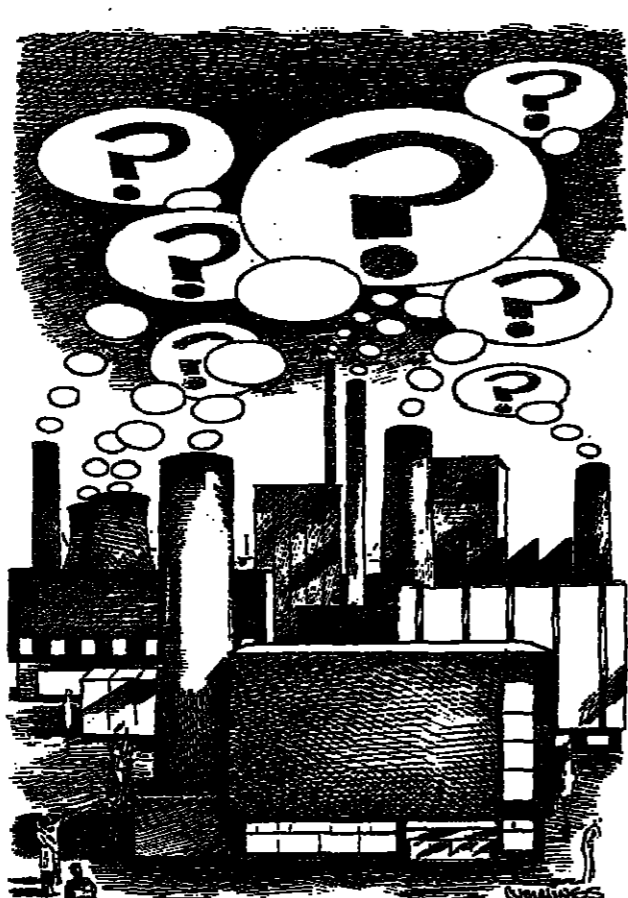
The capitalist world, however, has lost its common enemy and must now look more closely at itself. The countries newly emerging from socialism are not entirely happy with all they see of capitalism. To them it is not self-evident that what is good for some shareholders is necessarily good for the rest of society. They also see there are different versions of capitalism: Japanese, American, German, British.

As the world of business becomes more and more global, these different traditions of capitalism bump up against each other. We not only have to learn about them, we need to learn from them because they begin to close towards each other as companies compete and combine. Working on different assumptions will be untenable in the long term.

Aldo Morita, the chairman of Sony, has taken the point. In an article in the January edition of *Bungei Shinhwa*, the political and economic journal, he suggests that Japan's competitiveness has been achieved by keeping margins and prices low over a long time in a constant search for volume to provide the cash-flow. This has, however, meant skimping the other stakeholders in favour of the customer.

The average pay-out ratio, for instance, was 30 per cent in Japan in 1980 compared with 66 per cent for the average British company and 64 per cent for US ones. Japanese employees worked 2,150 hours on average in 1980 compared with 1,638 in France and only 1,546 in Germany. Mr Morita argues that neither the world nor Japanese society will tolerate these differences much longer. Japan, he says, must fashion a new corporate attitude, rebalancing stakeholder interests and giving some way to meet the west.

We, on our part, may have to do the same but in the other direction. If we don't, we may lose competitively. More of the earned surplus needs to go back to the customer by way of lower margins and lower return on projects. An open



and tempting share market will also lure new owners for Anglo-Saxon assets from overseas without any corresponding opportunities in their more closed markets. A change to foreign ownership can often be beneficial in the short term, but if too much of Britain ends up as an offshore manufacturing subsidiary subject to the whims of outside owners, the risks are obvious.

We may, therefore, start to look at our shareholders rather differently, and more as other countries do, as financiers rather than as owners. Satisfying these financiers then becomes a requirement, not a purpose. To turn shareholder needs into a purpose runs the risk of confusing means with ends. But this is a risk we seek to avoid by saying that shareholders' needs are actually a yardstick for all other purposes.

The danger in doing this is that we undersell the real purpose of the business, which is to provide quality goods and services to customers and quality lives and work to its people. One cannot continue to do that without keeping one's financiers happy at the same time. If they are not happy they will

blow the whistle, warn and then, if necessary, move the management before the marketplace removes the business. Whistle-blowing is their function, not the indirect management of the business.

Ownership is a misleading concept in other ways too. It suggests that a company is a commodity to be traded and that its people are commodities too. Too often that is exactly what happens, because in the Anglo-American stockmarkets financiers have that power.

Should they have that power? They do not, after all, have the balancing responsibilities of ownership. Because of the different ownership patterns of Japanese and Continental companies the casual investor does not have the same power as his counterparts in New York or London. The financiers in Japan and on the Continent, therefore, are more like guardians, keeping a watchful eye, but not jumping ship just because there is a storm.

Aldo Morita called for a change in Japan's corporate attitude and suggested that the big companies should lead the way. There are encouraging signs that that is happening in

Britain. More and more companies are formally listing their priorities, often putting customers and employees ahead of shareholders in the pecking order of stakeholders and taking pains to educate the stock-market about their long-term strengths and plans.

Now, too, that the investing institutions own two-thirds of the equity of British businesses, they are effectively locked in and must become guardians (though not owners) rather than traders. Some company chairmen are cautiously lowering their real term dividends without upsetting their share price in a more sophisticated market. Share option schemes are beginning to be designed to reward long-term performance by managers rather than acting as short-term cash bonuses.

We need to go further faster. We need ways to put numbers on people's skills, which are an increasingly important element in companies' wealth-creating capacity, and on other forms of intellectual property. Intangible assets already outweigh the tangible assets on the balance sheets of many advertising agencies, consultants, publishers and architects. They probably do so in most businesses, although this fact usually only shows up during contested takeovers. Accountants, in other words, need to turn their gaze on the future and measure it. If they will not do so, management should.

We can no longer shelter behind shareholder value as a synonym for corporate purpose. In business, as in life, we all need "a purpose beyond ourselves" to feel useful, worthwhile and good about ourselves.

Companies today are not like they were in Victorian times - properties with tangible assets worked by hands whose time owners bought. Business today depends largely on intellectual property, which resides in the hearts and heads of individuals. Companies have to be re-conceptualised. They are communities with members, communities which need customers, suppliers, financiers and community support if they are to survive and prosper in the interests of all.

We do not need to change company law to create this new idea of the company, but we do need to change the way we talk and the way we count. That way we will start to change the way we think, and then the way we act.

The author is Visiting Professor at the London Business School and the author of *The Age of Unreason*.

OBSERVER

Gorby's Red Star special

Karl Marx must be spinning in his tomb. Not only has Mikhail Gorbachev - together with the glamorous Raisa - taken to riding across America's skies on *Forbes* Magazine's well-appointed "Capitalist Tool" jet, but last night he was guest of honour at *Forbes*' 75th birthday celebration at New York's Radio City Music Hall. Is there nothing the world's favourite ex-Soviet president won't do for publicity?

Taking a cue from his old friend Ronald Reagan, Gorbachev is cashing in on his reputation now that he is free from the cares of office. Last week 600 guests paid \$5,000 each to attend a Reagan Library lunch for Mr G.

Then, in San Francisco, another 4,000 local fans paid \$40 a ticket to hear a Gorbachev speech. This week's lecture on anti-Semitism at Yeshiva University, a Jewish college, is expected to raise another \$1m for the Gorbachev Foundation. In between times he will visit the New York Stock Exchange and break bread with Henry Kissinger.

Yet nothing is as surreal as the flirtation between Gorby and the eccentric *Forbes* Magazine. Last night he joined Ronnie at *Forbes*' mogul-studded Radio City event, with 3,000 guests ranging from First Boston's Jack Hennessy to clothes designer Ralph Lauren. Maggie Thatcher was invited to the *Forbes* bash, but sadly couldn't make it.

Forbes is reluctant to explain the terms on which Gorbachev borrowed his jet, but it sounds as if it was a quid pro quo for his appearance at the Radio City bash. Whatever the terms, Malcolm S. *Forbes* junior, 44, seems to be trying to live up

Short changed

Global warming is having a profound effect on every corner of British life. This summer, for the first time, postmen and women will be allowed officially to wear shorts as part of their uniform. The shorts must be of a sober design - dark in colour and preferably of Bermuda length, say the Post Office rules.

But the wearing of shorts is unlikely to mean an increase in dog bites. Says the Union of Communication Workers: "Most dogs can gnaw through the standard-issue trousers. Wearing shorts will free people to make a quicker getaway."

Why Dublin? Ireland's fourth Eurovision Song Contest win has landed the state-backed television and radio network, RTE, with a big financial headache. Tradition dictates the winning country host the next year's competition.

The Irish have won the contest three times before - in 1970, 1980 and 1987 - but staging the 1993 event in Dublin could cost RTE at least £2m. Irish officials will now have to weigh up their obligations before deciding whether they can dance to Eurovision's tune.

Royal return The more mischievous among Conservative MPs were speculating that the Queen may have decided to settle an old score with Margaret Thatcher when she speaks to the European Parliament in Strasbourg today.



During her time in Downing Street, Thatcher consistently refused to sanction a royal visit to an institution whose federalist ideals she abhorred. Now the Queen is planning to tell the MEPs that her government sees Strasbourg winning an ever more important role in fulfilling the European ideal.

Most wounding for the former prime minister, an original draft of the Queen's address - the subject of sharp differences at Westminster last night - argued that differences in national parliamentary tradition were insignificant against a European-wide commitment to democracy.

At that, Thatcher, already planning to deliver another onslaught on Federalism in the Hague on Friday, was expected, in the words of one Tory MP, to "go nuclear".

Side order Carlo De Benedetti's enemies, not least TV magnate Silvio Berlusconi, are revelling in the latest spicy story at Olivetti, the troubled computer group he controls. Having

announced a \$300m order last week to supply computers to over 8,000 McDonald's outlets in the US, it now turns out the company has merely been selected as one of two approved suppliers.

It is not quite the "gaffe" Berlusconi's news magazine *Panorama* proclaims it to be in its latest issue; Olivetti may still end up selling McDonald's plenty of PCs. But coming just before today's likely announcement of a £400m (£181m) loss for 1991, Olivetti may have been a bit too enthusiastic in claiming its bite of the burger.

Open arms

The prime minister's bid for more open government clearly has some way to go when it comes to arms sales. Last year John Major strongly backed plans for a UN register on which all significant exports of weapons would be declared.

But the Ministry of Defence was not keen to advertise last Friday's arrival of its big-spending guest Mohammed Najib Tun Abdul Razak, Malaysia's defence minister. His country has bought more than £1bn of British arms in the past three years and hasn't finished spending. Having been spirited off to a helicopter show in Middle Wallop, the visitor and his plans to meet ministers and industry had to be acknowledged - albeit 12 hours later.

Memo to Britain's top brass: to keep such visits secret, urge the customer not to arrive on the same flight from Jakarta as the Duchess of York.

Know the drill

Advice of a polished after-dinner speaker to a novice: "If you don't strike oil within 10 minutes, stop boring."

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873-5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

From Mr Michael Groom.
Sir, Perhaps I can set the mind of the outgoing president of the Chartered Association of Certified Accountants at rest - at least to some extent ("Move to cut audits attacked", May 8).

We have consistently campaigned for measures that would ease the regulatory burden on small companies. One such measure would be to allow small proprietary companies to elect to dispense with a statutory audit, subject to suitable safeguards. Another, as recently floated by the Department of Trade and Industry, would be to create some abatement for those very small companies below the £36,600 turnover threshold for VAT. At this turnover level, the current required fee for the full audit

Small company audit plans lift burden and focus responsibility

must be a significant proportion of a company's profit. We have therefore set up a working party to consider the latest suggestion from the DTI and the related issues arising from it. In doing so we are simply playing a part in moving towards an urgently needed new era of deregulation. Michael Groom, chairman, small company audits working party, Institute of Chartered Accountants, Moorgate Place, London EC2

From Ms Stella Fearnley.
Sir, I am surprised the DTI's initiative in reconsidering the need for very small companies to have an audit is not universally welcomed by the accountancy profession ("Move to cut audits attacked", May 8). There seems to be a fear that by abolishing the small company audit directors of small companies will somehow be relieved of some of the responsibilities of limited liability in terms of financial reporting. In fact the opposite is true.

The Companies Acts place responsibility fairly and squarely on the directors of all companies of whatever size to prepare annual accounts which comply with company law and accounting standards, and require these accounts to be filed with the registrar within the predetermined time limits. The absence of an audit would force directors of small companies to take these responsibilities more seriously as any legal action resulting from material mis-statements in their accounts would be directed at them rather than, as is often the case at present, at the auditors' professional indemnity insurance. Stella Fearnley, department of accounting and management science, University of Southampton

Educational foundations

From Mr T F Daveney.
Sir, Your leaders, "Los Angeles, a political test... and a warning (May 8), rightly draws attention to the possibility of similar events taking place in the UK. You cite public disorder in North Tyne in September as a threat which it would be foolish to disregard, yet difficult to escape, in view of our failure to educate the present generation of young people in deprived areas.

However, I think you are unduly pessimistic in suggesting that perhaps all we can do is to lay better educational foundations for the next generation, and meanwhile hope for the best. The adult education skills in the UK are outstanding, and seriously under-used. Universities, local authorities, colleges, the Workers' Education Association and other bodies have organisational capacity which comparatively modest sums could bring into use. The bulk of the teaching in this field is undertaken, very inexpensively, by part-timers, while training and

administration are carried out by a small corps of professionals. A crash programme could be in place within months. All that is required is cash, a strong political will, and a little ingenuity in devising student incentives. By the time the educational targets have been achieved, the government's expanded training programmes, one hopes, will be in place. Adult and continuing education should seize this opportunity with both hands. T F Daveney, The Old Chapel, Whiddon Down, Okehampton, Devon EX20 2QP

Confused

From Mr Martin Adeney.
Sir, Re Mr Leonard Dowsett's letter (May 8), the suggestion that ICI invented polystyrene was the FT's, not ours. I am not aware that we have ever made any such claim. I think the explanation may be simpler: a confusion with polyethylene, colloquially known as polythene, which was indeed invented by ICI. Martin Adeney, head of group media relations, ICI, 9 Millbank, London SW1P 3JF

Bidder for Midland cannot sustain nationalist position

From Prof Dale Litter and Dr Penny Clancanelli.
Sir, The current debate about the future of the Midland Bank should be viewed from the perspective of the longer term dynamics of international banking. It is clear that the combined impact of technological and legal changes confront all banking organisations with stark choices.

The fundamental difference between the two bids for Midland is that one is premised on an internationalist view of banking in the 1990s while the other is based on an essentially nationalist view.

If Hong Kong and Shanghai gains control of Midland the UK will become home to another of the world's large

banking organisations. Midland's customers, large and small, will have access to the facilities and competencies of a worldwide organisation. If Lloyds gains control of Midland, rationalisation will involve substantial job losses. The UK will still have only one truly international bank, reduced choice for small business borrowers (where margins are already good) and increased competition for big business borrowers (where margins are wafer thin or non-existent).

Moreover, Lloyds and Midland share virtually nothing in information technologies. So it is unlikely that rationalisation can proceed at a timescale to produce the rate of cost

savings forecast by Lloyds. An inward looking strategy inevitably rests on the following premises that retreat from international pressures is possible; that banks "own" their home markets; and that because continental banks have not yet entirely solved the problem of entering British markets they will never do so.

There is no evidence to support these premises. All the research shows that the long run forces are completely opposite: existing protected positions within national markets are unsustainable as technology continues to transcend artificial national boundaries and existing suppliers seek to maintain growth and secure

economies of scope and scale realisable through international expansion. Being a "domestic" player may well have short-term attractions: downsizing with its emphasis on cost reduction together with a careful focusing on selected sectors and segments does offer shareholders short-term benefit. But the resulting bank organisation will be ill-suited to face the challenges of competitors which entered the international market place and won market share worldwide. Dale Litter, Penny Clancanelli, University of Manchester Institute of Science and Technology, PO Box 88, Manchester M60 1QD

Klaus Werndl puts words into action

With Philips Dictation Systems

Entrepreneur Klaus Werndl made a success of creating furniture that makes you "Feel at Home" at the Office. Klaus trusts his words to Philips Dictation Systems.

Philips Dictation Systems, Elektra House, Berghill Road, Colchester, Essex CO1 3BE. Phone: office hours 0206-785140, 24-hour 0206-786251. Fax: 0206-786265

PHILIPS

No shelter from Bosnian battle

Judy Dempsey on the three wars raging in the former Yugoslav republic

LAST SUNDAY, hundreds of children were evacuated to Moscow from Sarajevo, the capital of Bosnia-Herzegovina. As they boarded buses, amid shelling and sniper fire, their mothers started sobbing, not knowing if they would ever see their families again.

In Bosnia, there is no shelter for children even in towns and villages. As Serb irregulars, backed by the Yugoslav army, pound the capital with mortar and artillery, two other wars are raging elsewhere in the republic.

In the north of Bosnia, Croat and Serb forces are fighting it out at Bosanski Brod, a swathe of territory which runs along the river Sava and borders Serbia and Croatia.

Control of this region is crucial for the governments of Croatia and Serbia. If President Slobodan Milosevic of Serbia captures it, he will be able to link up with the eastern parts of Croatia, still in the hands of the federal army, and Serb militants.

Moreover, victory at Bosanski Brod would eventually allow Serbia to link the self-proclaimed, Serb-inhabited republic of Krajina, in south-west Croatia, with eastern Croatia. The creation of a Greater Serbia would then be within grasp of Milosevic.

Another equally bloody war is taking place in Herzegovina in south-west Bosnia. The region is inhabited largely by Croats, and by Muslims and Serbs. Croatia's National Guard, deployed along territory between the Adriatic coast and Bosnia, is determined to defend fellow Croats.

Croatian nationalists want this part of Herzegovina annexed to Croatia. But the war is turning the beautiful old Turkish city of Mostar, the capital of Herzegovina, into a second Vukovar - the Croatian city which the Serb army and irregulars flattened to the ground last year.



Bosnia's Serb and Croat leaders last week held secret talks in the Austrian city of Graz. The negotiations, backed by Croatian president Franjo Tudjman and Mr Milosevic, discussed how Bosnia-Herzegovina would be divided between them.

The Muslims, who make up 44 per cent of the republic's 4.5m population, had no say in the talks. Any carve-up of the republic would not only leave them without a homeland, it would also put paid to pledges by both presidents to recognise the inviolability of the borders of the former Yugoslavia.

Bosnia's Croat and Serb leaders have already started arguing over the plan, which involves dividing Sarajevo, as well as ceding parts of Herzegovina to Croatia and northern parts of

Bosnia to Serbia. Serbia insists on keeping control of the valley south of the river Neretva, on which Mostar is built - there are sizeable arms production enterprises here. If it does, the medieval Croatian city of Dubrovnik, south-west of Mostar, would probably be cut off from Croatia.

A victory at Mostar is important for the Croats, but it is not in sight. At the weekend, Belgrade started deploying the federal army's elite paratroop corps into the region.

The fighting in these two areas of Bosnia-Herzegovina has taken a terrible toll on the population. Since Bosnia's independence was recognised by the international community six weeks ago, over 300,000 people have been displaced, 1,300 have been killed, and 350,000 have fled the repub-

lic. In Sarajevo, as the federal army and Serb irregulars lay siege to the city, starving Muslims, Serbs and Croats continue to defend their capital.

The Serbian leadership is determined to speed the capitulation of Sarajevo, and Bosnia. The purge of the army last week, in which 38 generals were replaced by young Serb officers, was aimed at isolating those generals who might have worried about unleashing its full fire-power on Bosnia, and who might have hesitated how Mr Milosevic's war aims have destroyed Yugoslavia.

But Mr Milosevic also wants Bosnia quickly pacified in case he needs the army to defend Serbia itself.

Serbia is not an ethnically homogenous republic. Over 200,000 Muslims live in the Sanjak, a poor region which borders Bosnia and Montenegro, the tiny republic which supports Serbia. Already, thousands of Montenegrin reservists of the Yugoslav federal army have been dispatched to the Sanjak to suppress any potential unrest.

A spark which inflames the Sanjak could spread to the southern province of Kosovo, which in 1990 was forcibly integrated into Serbia. Over the past two years, Kosovo's ethnic Albanians, who make up 90 per cent of the population of 2m, have been living in a virtual police state controlled by Belgrade.

In the northern province of Vojvodina, which was also annexed by Serbia in 1990, the 380,000-strong Hungarian ethnic minority is now demanding that Serbia guarantees its rights, while the 80,000 Croats in Vojvodina want to hold a referendum on whether to remain in Serbia.

Thus, any uprising in the Sanjak, Kosovo and Vojvodina would not only stretch the Yugoslav federal army but would also engulf Serbia in civil war.

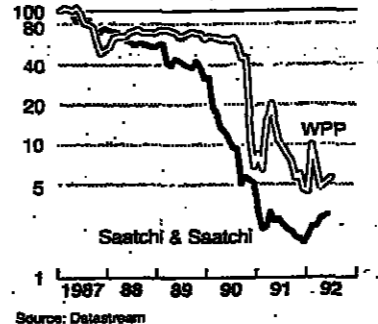
THE LEX COLUMN

The value of a name

FT-SE Index: 2737.8 (+12.1)

Advertising Agencies

Share prices relative to FT-A All-Share Index



two thirds to 14 per cent. Holders of the convertible stock will see their equity entitlement fall from 34 per cent to 29 per cent. Since they presently control 80 per cent of the votes as a result of WPP's failure to pay preference dividends, they may well grumble about that. But as the banks will doubtless point out to them, in a worthless entity like WPP the concept of democracy scarcely applies.

The most curious aspect of the deal is perhaps its timing. In the month since the UK election, shares in Saatchi & Saatchi - which went through the same process of reconstruction just over a year ago - have risen by 66 per cent. Other media stocks such as Reed and Pearson have also risen, if less sharply. The recovery in advertising revenues on either side of the Atlantic is patchy and uncertain. But it almost seems as if WPP's banks, while writing off their mistakes in the lending game, have taken to playing the equity market instead.

UK economy

After yesterday's consumer credit figures for March, the pre-election picture of the UK economy is reassuringly complete. Even while sales were taking a temporary turn for the better in February, credit advances were slowing down. Retail sales were soft in the weeks before polling day because consumers had neither the need nor the inclination to borrow. It was scarcely surprising, then, that first-quarter figures for personal bank loans showed a reversal of the small increase in borrowing during the run-up to Christmas.

More generally, it is perhaps worth

asking whether the drift away from the use of credit by consumers means the series in question is an early candidate for rationalisation by the new boss of the Central Statistical Office. Arguably the broader credit series and monetary aggregates tell the same story more fully.

But the more pressing problem is to divine what has been happening since the election. Statisticians and economists alike are waiting to see whether March's erratically soft numbers will be followed by an equally unreliable rebound. Hence the greater attention being paid to forward indicators such as consumer and business confidence. The Confederation of British Industry's survey of small companies provided welcome evidence that optimism has begun to permeate the lower reaches of the corporate sector. Equally, it suggested a degree of scepticism among managers about the pace of recovery. While orders are expected to increase, there will be only a modest rise in output. If nothing else, it looks as if high unemployment will be around for a while yet.

Hanson

There was something comically predictable about yesterday's talk in the London market of a bid from Hanson. The assumption was that because Hanson has failed to get anywhere with ICI, it is bent on making the same mistake with a fresh target. The idea of a bid for BP may have been regarded as slightly far-fetched. But there was plenty of enthusiasm for Blue Circle, English China Clays, Allied-Lyons and Cadbury Schweppes. One wonders why the market was not equally excited by BTR's sale of its stake in Pilkington. Why should Hanson not now bid for Pilkington and BTR for ICI?

This is not to dismiss the possibility of Hanson making a purchase which would count as big by normal standards. Rumours of its interest in German cranes or French cement would be consistent with the picture of a group seeking to strengthen its portfolio through agreed deals. But Hanson is in transition, with different and slightly confusing signals coming from the new management and the old, from the UK and the US. Perhaps the best that can be said is that its range of preferred industries seems to be shrinking rather than expanding, and that in today's markets it seems unlikely to pay the premium required for control in a bid battle.

WPP

By the standards of really big banking disasters, WPP is perhaps small beer. But its financial reconstruction, formally announced yesterday, bears the authentic scars of the 1980s. The deal is that the banks should write off \$250m of debt in exchange for 55 per cent of a company with a net worth - even after the reconstruction - of rather less than zero. The stakes owned by ordinary shareholders will fall from



Presidential card (from left): Giulio Andreotti, Bettino Craxi - now out of the race - Giovanni Spadolini, Arnaldo Forlani

Political parties try to agree on a candidate before tomorrow's vote

Italians at odds over next president

By Robert Graham in Rome

ITALY'S political parties yesterday intensified their efforts to agree on a presidential candidate before tomorrow's parliamentary vote.

Since Mr Francesco Cossiga resigned as the country's eighth president on April 23, the main parties have been torn by internal divisions and doubts about who should become head of state when the two houses of parliament, plus 58 delegates from regional councils, meet to vote tomorrow.

The politicians are having to take account of the profound public disaffection with the Italian political system and demands for serious institutional reform shown by the vote in the general election of April 5.

This has made it difficult for the outgoing coalition of Christian Democrats, Socialists, Social Democrats and Liberals to push

through their own candidate without a broader consensus.

The Christian Democrats, as the largest parliamentary party and with a strong claim to the presidency, have come under pressure to make the first move. However, they have been shaken by the general election when their vote fell below 30 per cent for the first time.

Much of the blame has fallen on the party's two heavy-weight contenders - Mr Giulio Andreotti, the outgoing premier, and Mr Arnaldo Forlani, the party secretary.

Before the general election, Mr Andreotti had made it clear that the presidency was the last great office he had not held, and his candidacy would be a fitting conclusion to more than 40 years in politics.

The Socialists for their part have been badly tainted by the municipal corruption scandal in Milan, the power base of the

party leader, Mr Bettino Craxi. The alleged heavy involvement of the Socialists in the channelling of funds from rigged contracts to political parties has damaged Mr Craxi and last night led to the resignation of Mr Piero Borghini, the city's mayor, and the municipal council.

In what appeared to be an acknowledgement that he was out of the running, Mr Craxi nominated Giuliano Vassalli, a former Socialist justice minister and current member of the constitutional court, to be the party's candidate for Italian president.

Whatever deal is reached, it is likely to be part of a broader arrangement over the formation of a new government. The main parties may be willing to let a lesser figure or someone from a minor party hold the office.

There are three other Christian Democrat possibilities: Mr Ciriaco De Mita, party president and former prime minister; Mr Oscar

Luigi Scalfaro, recently elected leader of the Chamber of Deputies; and Mr Tina Anselmi, a veteran parliamentarian with substantial cross-party support.

Mr Giovanni Spadolini, the republic's interim president, must stand a good chance. As a former prime minister he is a skilful political consensus builder and has a good public image as an amiable father-figure. The Party of the Democratic Left (former Communist party) is proposing Ms Nilde Iotti, for 11 years leader of the Chamber of Deputies.

Of the outsiders, the best known is octogenarian leftwing philosopher Mr Norberto Bobbio. But Mr Cossiga is also on the sidelines ready to be recalled.

In the first three votes a two-thirds majority is necessary; thereafter a simple majority. On previous occasions such has been the disagreement that the voting has gone to 23 sessions.

Mandela warns on threat to South African stability

Continued from Page 1

"We have no intention of staging any showdowns. We are going there with a spirit of reconciliation, wanting that something should come out of the meeting." The government had moved its position on some key issues, Mr Mandela noted. "They were against the idea of an interim government, and a constituent assembly to draw up a new con-

stitution - now they've accepted it." But he went on to accuse Mr de Klerk of "clinging to the levers of power".

The ANC envisaged a bill of rights, a national assembly elected on the basis of proportional representation under a multi-party constitution that required a two-thirds majority for any fundamental change.

"We are very concerned that the first government should be

seen to represent everybody, and should inspire confidence among all groups in the country," he said. "But what we are not prepared to do is to give a minority of less than 15 per cent of the population the right to veto decisions of the majority... that is what Mr de Klerk wants, and that we cannot accept."

Political violence was an attempt "to destabilise the ANC", Mr Mandela said. "It seems clear

to us that the idea is to prevent [the election of] a democratic government dominated by the ANC."

Looking ahead to the resumption of Codesa talks on Friday, Mr Mandela said that "problems have arisen, some serious enough to destabilise the discussions".

"For one reason or other, government was not acting" to curb the violence that has left 13,000 dead in the past four years.

MORGAN GRENFELL UK 'TRACKER' TRUST



He's more successful than the average fund manager.

Morgan Grenfell's UK 'Tracker', which tracks the FT-A All-Share Index, has outperformed almost 90% of all 312 UK Growth, General and Income unit trusts since its launch.* 'Tracker' offers:

- Lump sum investment from £1,000 or monthly savings from £25 per month.
- The opportunity to invest up to £6,000 tax-free.

Which all goes to prove if you stick with your existing fund, you could be barking up the wrong tree.

For more information:

Callfree

0800 282465 today.



*Source: Micropal, offer to offer, net income reinvested 1.11.88 to 4.5.92. You should remember that the price of units and the income from them can go down as well as up. Past performance is not necessarily a guide to future performance. Tax levels and reliefs are those applicable at time of print and may change. Issued by Morgan Grenfell Investment Funds Limited, an appointed representative of Morgan Grenfell Unit Trust Managers Limited. Member of IMRO. 'Tracker' is a registered trademark of Morgan Grenfell Group.

World Weather	°C	°F	°C	°F	°C	°F	°C	°F	°C	°F	
Algeria	20	68	Buenos Aires	12	54	Frankfurt	11	52	Malaga	17	63
Amsterdam	10	50	Buenos Aires	12	54	Geneva	10	50	Manila	29	84
Atlanta	23	73	Buenos Aires	12	54	London	10	50	Medan	29	84
Bahia	21	70	Buenos Aires	12	54	Madrid	10	50	Montevideo	17	63
Bangkok	27	81	Buenos Aires	12	54	Moscow	10	50	Osaka	17	63
Bombay	27	81	Buenos Aires	12	54	New Delhi	10	50	Paris	12	54
Buenos Aires	12	54	Buenos Aires	12	54	Rangoon	27	81	Seoul	17	63
Calcutta	27	81	Buenos Aires	12	54	Sao Paulo	12	54	Singapore	27	81
Cardiff	10	50	Buenos Aires	12	54	Santiago	12	54	Tokyo	17	63
Cebu	27	81	Buenos Aires	12	54	Tientsin	10	50	Toronto	12	54
Dakar	27	81	Buenos Aires	12	54	Yokohama	17	63	Valencia	17	63
Dallas	20	68	Buenos Aires	12	54	Yokohama	17	63	Washington	12	54
Damascus	27	81	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Dhaka	27	81	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Dublin	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Edinburgh	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Hong Kong	27	81	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
London	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Los Angeles	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Lyons	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Manila	29	84	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Medan	29	84	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Montevideo	17	63	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Moscow	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
New Delhi	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Rangoon	27	81	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Sao Paulo	12	54	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Santiago	12	54	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Tientsin	10	50	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63
Yokohama	17	63	Buenos Aires	12	54	Yokohama	17	63	Yokohama	17	63

FINANCIAL TIMES COMPANIES & MARKETS

Tuesday May 12 1992

© THE FINANCIAL TIMES LIMITED 1992

Net Profit through Networking

with:

NEWBRIDGE

Building Business Networks
Newbridge Networks Ltd.

0633 413600

071 638 0022

INSIDE

BIS reports 50% drop in 1991 new lending

The international financial system generated a record of new lending last year, less than half of the \$565bn of 1990, according to figures published in the Bank for International Settlements quarterly review. The final quarter of last year witnessed a slight recovery in bank lending, with new lending of \$30bn double the previous quarter. Page 25

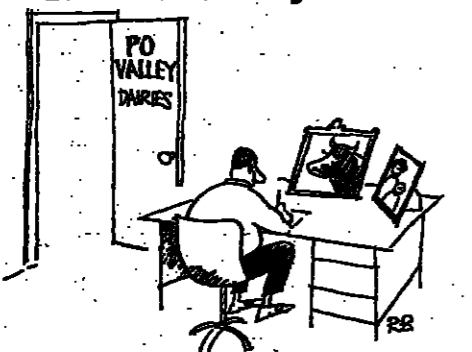
No move to oust Sorrell

The suggestion that WPP's banks are seeking the removal of Mr Martin Sorrell, chief executive (left), as part of the price for a new financing package for the troubled international marketing services group, was roundly denied yesterday. Last week, WPP announced that the co-ordinating committee - Bankers Trust, Barclays, Citibank and J.P. Morgan - of its 28 banking syndicate, had agreed in principle to a rights issue, the proceeds of which would be used to reduce the group's debt. Page 27, and Lex, Page 20

Big shake-up for National stores

Matsushita Electric Industrial, Japan's leading consumer electronics group, is restructuring its network of 27,000 small "mom and pop" stores called National shops after the Matsushita's domestic brand name. The company's move comes at a time when Japanese electronics companies are facing sluggish demand due to slowing growth in both its overseas and domestic markets. Page 23

Pride of the Po valley



Her name is Del Santo Fulvia. The top of her head is more than six feet off the ground. Last week she was not being milked because she was heavily pregnant with her fifth calf. In her fourth lactation she gave 13,000 litres of milk and she was one of the best cows in the Po valley. Page 30

Market Statistics

Bass lending rates	42	London share service	35-37
Bankmark Govt bonds	22	Little reply options	25
FT-A index	25	London Ind. options	25
FT-A world index	25	Managed fund service	26-42
FT/SMIA Ind bond swc	25	Money markets	42
FT guide to currencies	24	New int. bond issues	25
Foreign exchange	24	Northwest commodity prices	38
London recent issues	25	World stock mkt indices	42
		UK dividends announced	25

Companies in this issue

Aberdeen Trust	27	Koninklilke Tutton	28
Addison Consultancy	27	Krupp	28
Albany Inv Trust	28	Leveraged Oppo Trust	28
Altron	28	Lloyds Bank	28, 22
American Brands	27	London & Associated	28
Alfa-Copco	28	Low & Bonar	28
Avon Rubber	28	Lufthansa	22, 21
BAA	28	MMS	22
BTR	35	Malva	22
Bass	22	Marrison Thompson	28
Betta Stores	27	Matsushita Electric	23
Bischof Mining	22	Mercedes-Benz	22
Bosch (Robert)	28	Metra	22
British Airways	21	Midwest Engineering	22
Clevis Elastomers	22	Midland Bank	22, 25
Coats Viyella	22	NTT	22
Continental	22	Northern Foods	22
Credit Suisse	24	Northwest Airlines	22
Du Pont	28	Parkland Textile	28
Elavick	28	Pilkington	35, 22
First Ireland	28	Pirelli	22
Formax	22	Sash-Scania	22
GKN	27	Seal	22
General Dynamics	23	Severn Trent	16
Hanson	21	Sidlaw	22
Hepag-Lloyd	22	SmithKline Beecham	22
Hertie	22	Southern Radio	28
Hepworth	16	Sterling Industries	28
Hosco Givett	24	Swiss Banking Corp	24
Holiday Inn	28	Thermo Engineers	24
Hongkong Bank	28	US	22
Hughes Aircraft	28	United Energy	22
Huntingdon Int	28	WPP	22
IBM	24, 16	Wal-Mart	21
KLM	21	Wasserstein Perella	21
Invergordon	22	Wellman	22
Ivory & Sime	27	Windsor	22
Jefferson Smurfit	18	Wolv & Dudley	22
KLM	21	Worcester	22

Chief price changes yesterday

FRANKFURT (DM)		LONDON (Pence)	
Alcoa	557 + 12	Alcoa	152 + 16
Alcan	518 + 10	Alcan	135 + 20
Alcoa	264 + 7	Alcoa	23 + 7
Alcan	1249 + 23	Alcoa	23 + 7
Alcan	518 + 10	Alcoa	23 + 7
Alcan	715 + 10	Alcoa	23 + 7
NEW YORK (\$)		LONDON (Pence)	
Alcoa	557 + 12	Alcoa	152 + 16
Alcan	518 + 10	Alcan	135 + 20
Alcoa	264 + 7	Alcoa	23 + 7
Alcan	1249 + 23	Alcoa	23 + 7
Alcan	518 + 10	Alcoa	23 + 7
Alcan	715 + 10	Alcoa	23 + 7

Wasserstein pays Interco \$18m settlement

Investment bank refuses to admit liability for advice given to furniture maker, writes Nikki Tait

WASSERSTEIN Perella, the US investment banking business set up by two prominent Wall Street bid advisers in 1988, has agreed to pay \$18.25m to Interco, in settlement of legal action brought against it by the St Louis-based furniture and shoe manufacturer. Wasserstein maintains that it has no liability to Interco, to whom it gave investment banking advice in the late-1980s. It said that the settlement "reflects growing concerns as to the unpredictability of the outcome of jury trials, regardless of the merits of the case".

Formed by Mr Joseph Perella and Mr Bruce Wasserstein, two high-fliers previously with the First Boston investment bank, Wasserstein ranked third in the merger and acquisition league tables in 1989, according to Securities Data. It had slipped to 12th place last year, and came 15th in the first quarter of 1992. Interco had brought legal action against Wasserstein as a result of advice received at the

end of the 1980s. The company "recapitalised" in 1988, in an attempt to avoid a hostile takeover. This involved Interco taking on a large amount of debt and paying special dividends to shareholders. The company subsequently sought protection under Chapter 11 of the US Bankruptcy Code, after asset sales failed to generate as much money as projected, and earnings fell short of forecasts.

Interco sued Wasserstein Perella in January 1991 claiming that Wasserstein had delayed the sale of its Ethan Allen furniture subsidiary, and caused it to accept a lower price. The suit originally asked for \$109m, plus punitive damages. In March last year, an "examiner" - a bankruptcy and creditors' rights lawyer - was asked by the Bankruptcy Court to consider whether the recapitalisation gave rise to possible legal claims by the company and creditors against Wasserstein.

In her report, the examiner said the \$2.5m recapitalisation did render Interco insolvent, and that there had, therefore, been a fraudulent conveyance of assets. But she spread the blame widely, effectively exonerating Wasserstein on the grounds that company officials had misled it. "They [Wasserstein] performed their services at a level that was acceptable by investment banking industry standards," she said, adding that "their real problem was that they were not given complete information from the company". Her report did not address the Ethan Allen issue in any detail. No claims were subsequently brought against Wasserstein Perella over the recapitalisation. The Ethan Allen suit alleged that Wasserstein "failed and refused" to execute a fairness opinion which would have allowed a proposed sale of the subsidiary in 1988 for \$475m to go ahead. The business was sold for \$385.5m in 1989.

Nikki Tait on British steps to improve the quality of a US product

Bass finds running hotels is no holiday

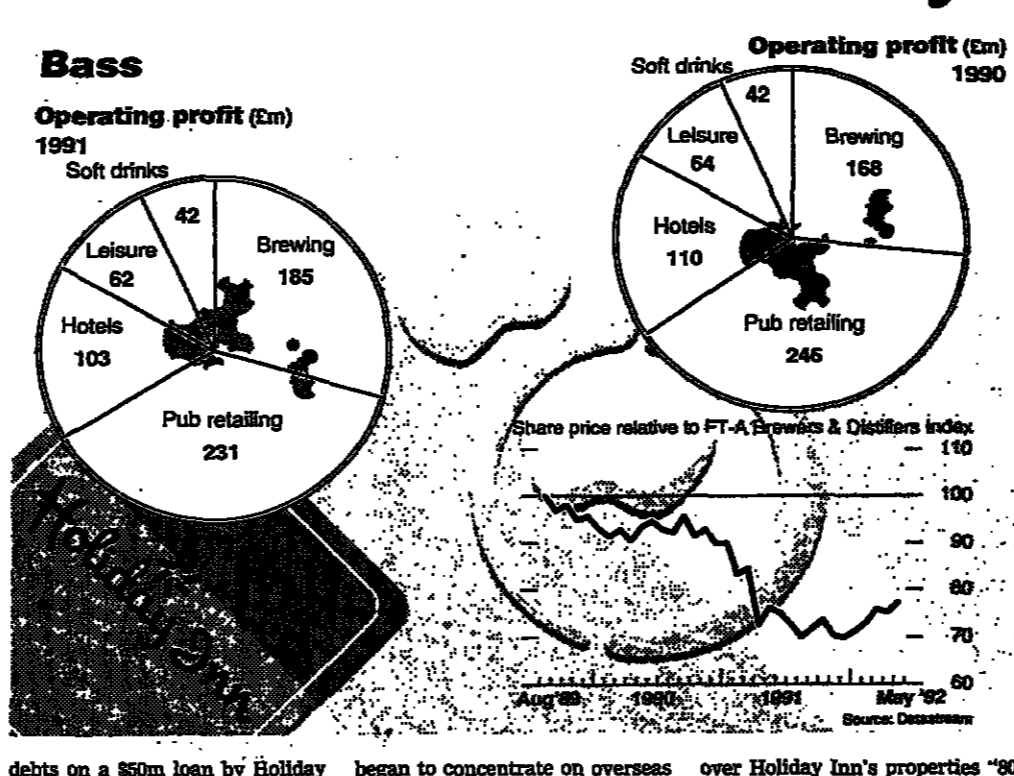
The problems of running a predominantly franchised hotel chain through a US recession, with falling property values and a credit crunch, are proving less than a holiday for Bass, the UK hotel, brewer and leisure group. Since it acquired the Holiday Inn brand in the US in a complex deal in August 1989, Bass has seen a dip in operating profits from its hotel division, become embroiled in a law suit, faced a ferocious competitive environment and struggled to persuade some franchisees to upgrade properties. Nevertheless, the British owners, who have taken some firm steps in an attempt to cure Holiday Inn's problems, remain remarkably bullish. And, although it is probably too soon to judge whether such optimism is well-placed, the recent surge in the Bass share price, ahead of next week's earnings, suggests certain followers are optimistic.

When Bass, which already owned Holiday Inn outside the US, acquired the brand in the US, it was displayed on almost 1,400 properties, mostly run by franchisees. The consideration was almost \$2bn, largely comprising the assumption of Holiday Inn's debt. Holiday's sister chain, Hampton Inn, along with the Harrah casinos and some other assets, were spun off to the group's former management, creating a new company called Promus. Bass's total operating profits from the hotel division slipped to \$103m (\$182m) in the 12 months to mid-1991, of which the US properties were reckoned to contribute between two-thirds and three-quarters - a paltry return, given the outlay. In London the Bass share price remained in the 450p-500p range throughout 1991. Even in the current year, with the US economy improving, it has not been plain sailing. A share price rally was temporarily reversed following news of a lawsuit by Bass against Promus in February. This alleged misrepresentation by Promus at the time of the Holiday deal, breached warranties and failure to adhere to a tax-sharing contract.

The US suit is thin on detail and both parties have declined to comment - although Bass tends to downplay the action, suggesting it is designed to keep all options open. However, the complaints which can be gleaned from the documents are scarcely encouraging. They include Promus's alleged failure to notify Bass about a Federal Trade Commission investigation into a now-discontinued Holiday subsidiary, the supposed refusal to execute an agreement which would have "cured" a default on a San Francisco Holiday Inn; Holiday's compliance with federal regulations covering underground fuel storage tanks; and Promus's alleged failure to make adequate provision for bad

debts on a \$50m loan by Holiday to VMS, owner of 24 hotels operated under the Holiday name. So what has been going on with the world's largest hotel brand, during around two years of British ownership? Holiday Inn was created 40 years ago by Mr Kenzom Wilson, a Memphis-based property man. Infuriated by the service he received at hotels, he devised a formula designed to meet the requirements of travellers better. The first Holiday Inn opened outside Memphis in 1952. By the 1970s, the chain had expanded, and the company

began to concentrate on overseas growth. But management changed and the focus shifted to activities such as gaming. Then, in the credit-easy 1980s, a wave of hotel building splintered the market, with growth focused on luxury hotels at one end and economy motels at the other. Holiday's management built up the Hampton Inn chain in response and introduced the up-market Crowne Plaza line, but its core middle-market Holiday Inn seemed to languish. When ownership changed, Holiday Inn was not the best nurtured of brands. The UK owner has taken action on two fronts. The first centres on costs, and a streamlining of activities. Bass has sliced off some non-core businesses, for example, such as the manufacturing section of the Holiday Services division. It has also overhauled the service facilities for franchisees, replacing regional staff with a head office service department; rewritten the bulky franchise manual; and closed down the Holiday Inn "university" in favour of training instructors who visit the properties. When Bass acquired the US brand 2,400 people were employed at its headquarters in Memphis. Bass shifted Holiday Inn's headquarters to Atlanta where just over 1,000 are now employed. But this still leaves the toughest area, and one which worries investors most: quality standards. Bass says when it took



Hanson says Krupp crane sale is too dear

By Roland Rudd in London and Christopher Parkes in Bonn

HANSON, the Anglo-US conglomerate, has told Krupp, the German steel and engineering business, that it is not willing to pay the \$250m (\$447.6m) price tag for Krupp's loss-making crane business. According to one of Hanson's financial advisers, preliminary talks took place between the two companies but came to nothing. Hanson is still expected to make its next big acquisition in the US, although the group remains interested in expanding in Europe and is looking at possible opportunities. Mr Derek Bonham, Hanson's newly appointed chief executive, believes it is important for Hanson to branch out of its traditional Anglo-American markets but only at the right price. Krupp's crane making business was seen as a possible bolt-on acquisition to Hanson Grove Industries, which boasts the largest hydraulic crane manufacturer in the world. However, according to a Hanson adviser, the group was not prepared to pay "anything near" the \$250m asked by Krupp for its crane business. Krupp yesterday confirmed that it was in "co-operation" talks with foreign companies about the future of the loss-making business. A spokesman said the group was also undertaking a large internal restructuring programme. Mr Gerhard Cromme, chairman, said the mobile crane business was the only part of Krupp's plant building division which failed to break even, and the market was expected to continue downward. Lex, Page 20



Bryan Langton

over Holiday Inn's properties "80 per cent were in very reasonable condition", meaning several hundred were sub-standard. A fairly tough battle seems to have ensued to persuade franchisees to upgrade their properties. More than 90 properties have dropped out of the Holiday Inn system since March 1990, although new franchisee signings, notably for a replacement downmarket chain under the "Holiday Express" title, have also taken place. Meanwhile, the competitive environment has been ferocious.

The first centres on costs, and a streamlining of activities. Bass has sliced off some non-core businesses, for example, such as the manufacturing section of the Holiday Services division. It has also overhauled the service facilities for franchisees, replacing regional staff with a head office service department; rewritten the bulky franchise manual; and closed down the Holiday Inn "university" in favour of training instructors who visit the properties. When Bass acquired the US brand 2,400 people were employed at its headquarters in Memphis. Bass shifted Holiday Inn's headquarters to Atlanta where just over 1,000 are now employed. But this still leaves the toughest area, and one which worries investors most: quality standards. Bass says when it took

European airlines battle for stake in Hungarian carrier

By Nicholas Denton in Budapest

BRITISH Airways, Lufthansa and KLM Royal Dutch Airlines have all emerged as the leading contenders to acquire a minority stake in Malev, the Hungarian national airline. The contest between the three big European carriers to forge an equity partnership with Malev is at a critical stage. Price negotiations between the candidates and the Hungarian authorities are to start later this month with Hungary hoping to complete a deal by the middle of this year. The deal, for about 35 per cent of the Hungarian carrier, would lead to a partial privatisation and strengthen it financially and operationally through a partnership with a big western airline. The funds raised by the equity sale will help Malev fund its \$400m estimated investment needs over the next two years. The airline is bringing two Boe

ing 787-200 aircraft into service for routes to North America and Asia and is linking up to international computer booking systems. The European Bank for Reconstruction and Development is also evaluating an equity participation in Malev alongside the winning bidder. Credit Suisse First Boston, the investment bank, is acting for the Hungarian authorities which will retain majority control for now. The attractions of Malev include one of the most modern and profitable fleets in eastern Europe and access to Budapest's Ferihegy airport. The airport is at the geographical heart of eastern Europe and could emerge as an important hub. The proposed Malev transaction is similar to the recent investment by a consortium including Air France and the EBRD in CSA, the Czechoslovak state carrier. Air France and its

partners agreed to invest the equivalent of \$60m for a 40 per cent shareholding of CSA. But Air France itself put up only \$5m in cash. Investment bankers hope the terms of the western bid will be better than that for CSA. However, there has been some disappointment that US and Asian airlines dropped out of the Malev competition. A US official said investment by a state-owned company such as Air France did not amount to privatisation, ran counter to the EBRD's mandate of encouraging the private sector in eastern Europe, and therefore should not be repeated. In 1991, Malev's lack of long-haul routes enabled it to emerge relatively unscathed from the decline of overseas traffic caused by the Gulf war. The airline's pre-tax profits rose 57 per cent in 1991 to Ft2.09bn (\$26.5m).

This announcement appears as a matter of record only.

CINVen

has further developed its activities in Italy with the acquisition of a shareholding in the following companies:

Finagel SpA

producer and distributor of frozen foods

Gen Set SpA

manufacturer of welding machines and power generators

Space Far SpA

fine chemicals and pharmaceuticals

in conjunction with CINVen's Italian partner

INVEST

a subsidiary of SO.PA.F SpA

CINVen Limited - a member of IMRO

INTERNATIONAL COMPANIES AND FINANCE

Hughes to pay \$450m for General Dynamics business

By Martin Dickson
in New York

HUGHES Aircraft is paying \$450m in stock to buy the missile business of General Dynamics in an important reorganisation of the US missile manufacturing sector.

General Dynamics, the second largest US defence contractor, announced last week it intended to sell its missile operations as part of a programme to divest non-core assets. Hughes, a subsidiary of automotive manufacturer, General Motors, confirmed then it was negotiating to buy the business.

The deal will make Hughes one of the largest missile manufacturers in the US, roughly the same size as Raytheon, which also tried to buy

General Dynamics' business. Hughes already employs 7,300 people making the AMRAAM advanced medium range air-to-air missile, the Phoenix air-to-air missile and the TOW anti-tank missile.

The General Dynamics business employs 9,000 on programmes which include the standard shipboard surface-to-air missile, the Stinger anti-aircraft missile and the Tomahawk sea-launched cruise missile.

The deal, which is likely to lead to job losses as the two businesses are consolidated, is one of the largest examples of the rationalisation in the US defence industry as it grapples with sharply reduced Pentagon spending on weapons systems.

chairman of Hughes, said the deal should have a favourable impact on earnings and would enhance the company's ability to be competitive in a wide range of missile systems.

The takeover, still subject to approval by the Defense Department and anti-trust regulators, involves Hughes issuing General Dynamics with some 21.5m of its GM Class H common stock, which General Dynamics would quickly sell off in a secondary offering.

Hughes said the purchase was not expected to dilute Class H earnings per share.

Mr William Anders, chairman of General Dynamics, said the deal would allow his company to "build further financial strength as we focus on strengthening our four core defence businesses".

Wal-Mart pleases with 26% advance

By Nikki Tait in New York

WAL-MART Stores, the largest US retailer in sales terms, yesterday pleased investors with news of a 26 per cent increase in first-quarter profits, to \$87m after tax.

Sales were up by a similar amount, at \$11.7bn, in the three months to the end of April, helped in part by Wal-Mart's aggressive new stores programme. During the first quarter alone, it opened 15 new stores; expanded and relocated another 38; and added seven outlets to its Sam's Clubs chain of deep-discount wholesale stores.

The net addition of retail space during the first quarter totalled 3.8m sq ft. The expansion has taken the Wal-Mart chain of discount stores to 1,735 outlets, with a further 215 Sam's Clubs. A year ago, the figures were 1,581 and 178 respectively.

At the earnings-per-share level, Wal-Mart made 34 cents in the first quarter, compared with 27 cents a year earlier. Its shares gained \$1 to \$53 on the news yesterday.

Mr David Glass, chief executive of the aggressive Arkansas-based group, said the figures reflected "excellent cost control and sales that consistently ran ahead of our plans".

He suggested the company was "well-positioned" to meet its sales and earnings objectives for the rest of the year.

W R Grace expects 10% improvement

W.R. GRACE & Co, the US specialty chemicals producer, said its 1992 operating earnings would rise by at least 10 per cent. It also said its business strategy to divest a total of \$1.5bn in non-strategic assets was "on course".

Mr J. P. Bolduc, president, said the company planned to reduce its debt-capital ratio to less than 45 per cent.

He told the annual meeting the company's plan would also result in cutting at least \$50m in overhead costs.

He said Grace would meet its 1992 goal of boosting operating earnings by "more than 10 per cent" and of increasing return on shareholders' equity by 20 per cent.

Coca-Cola in venture with Asian bottler

COCA-COLA and Fraser and Neave (F&N) have set up a joint venture soft drinks company to operate in Singapore and Brunei, and later in Malaysia, Reuters reports from Singapore.

The two partners said the joint venture, called F&N Coca-Cola, would be owned 75 per cent by F&N and 25 per cent by Coca-Cola. The venture will take over F&N's existing soft drinks operations in Singapore and Brunei.

The new company will produce and market Coca-Cola, Diet Coke and Sprite brands, as well as F&N brands such as Saris and 100 Plus.

F&N, a leading supplier of soft drinks, dairy products and beer and stout throughout Singapore and Malaysia, has been the franchised bottler of Coca-Cola in the two countries since 1938.

Matsushita orders retail shake-up

Emiko Terazono examines the Japanese group's restructuring plan

Matsushita Electric Industrial, Japan's leading consumer electronics group which made its advanced washing machine and camcorder into domestic best-sellers through its extensive domestic distribution network, has started to restructure its retail system.

The restructuring comes at a time when Japanese electronics companies are facing sluggish demand due to slowing growth in both overseas and domestic markets.

In the year ended March, Matsushita expects a 43 per cent pre-tax profit fall to ¥340bn (\$2.55bn). The restructuring is part of a shift in Matsushita's strategy of mass-marketing cheap products. Instead, the company intends to sharpen its focus on "value added" products, which it will market as enhancements to consumers' quality of life.

The "age of focusing on quantity and market share is over," says Mr Jiro Aoki, head

of Matsushita's domestic business planning division.

Matsushita's retail network consists of some 27,000 small "mom and pop" stores called National shops after Matsushita's domestic brand name. This extensive network of shops offering only Matsushita products has been the underpinning of the company's retailing power.

Matsushita has managed to maintain a tight grip on its retailers through a special savings scheme. A National shop owner is allowed to place on deposit 1 per cent of every wholesale purchase with Matsushita, which in turn pays the retailer 20 per cent interest on the deposit. At the end of March 1991, Matsushita held a total of ¥83.6bn in deposits from National shops.

However, the once cosy relationship has become an increasing burden on Matsushita as the retailing power of the dealership has been under-

mined by larger discount stores. Some of the retailers are finding it hard to attract customers by offering only Matsushita products.

The group also faces overseas pressure as the exclusive retail networks operated by Japanese electronics groups have become a target of criticism by US trade negotiators.

Matsushita's restructuring plan includes altering its savings scheme over the next three years and reforming the company's rebate system. The company intends to change the old savings scheme by reducing the interest benefits and setting more stringent requirements on retailers.

Only 50 to 60 per cent of the existing National shops are expected to survive after the restructuring and the smaller stores, which are too small to purchase large quantities of stock from Mat-

sushita, are expected to drop out of the network.

Meanwhile, Matsushita has set up a new system to assist its National shops through training programmes intended to enhance retailers' product knowledge and marketing skills. For the small retailers who feel they cannot compete alone, Matsushita will encourage mergers among the stores.

However, drastic changes are uncommon among Japanese companies, and reform of the Matsushita distribution network is expected to proceed at a gradual pace.

Mr Yutaka Sugiyama, an analyst at UBS Phillips & Drew in Tokyo, says that Matsushita first began restructuring its retail network in the mid-1980s, but reforms were delayed after domestic demand surged and profits rose. "If things start looking better, they may forget about current problems again," he adds.

Altron earnings increase 19%

By Philip Gawth
in Johannesburg

ALTRON, the South African electronics and technology group, managed to lift earnings by 19 per cent in the year to February in spite of a slight drop in turnover.

Turnover dropped marginally to R2.65bn (\$265m) from R2.68bn the previous year, but operating income was 8 per cent up at R311.9m. Attributable earnings rose to R22.7m from R21.7m. Earnings per share were 19 per cent up at 48.9 cents, and the dividend was raised by 12 per cent to 139 cents.

Mr Bill Venter, executive chairman, said the static turnover was the result of the depressed business environment and the rationalisation of

certain non-performing assets and businesses.

He said the group was well placed to fund acquisitions and organic growth, having accumulated a cash surplus of nearly R200m, up by R127m from 1991.

The turnaround in the interest bill - to income of R17.5m from charges of R11m - and tight controls were the main reasons for the good operating performance.

Altron has been hard hit in recent years by lower state expenditure on telecommunications and defence, but the results, achieved against a difficult background, suggest the worst is behind the group.

Mr Venter said many new opportunities were being pursued as the group sought to broaden the base of

its products and markets.

Altech, the electronics arm of the group, lifted attributable earnings by 11 per cent to R82m. Mr Venter said a number of new product developments were nearing fruition and should contribute significantly to future performance.

Earnings rose by 5 per cent to R43m at Powertech, the power technology subsidiary. Mr Venter said the company was well placed to take advantage of increased infrastructure spending by the South African government.

Fintech, the information technology subsidiary, lifted attributable earnings by 114 per cent to R30m. Mr Venter said rationalisation in the group was largely complete and order books stood at record levels.

Tokyo urged to intervene on NTT fall

THE HEAD of Japan's most powerful business group has urged the government to take steps to help restore confidence among individual investors in Nippon Telegraph and Telephone, Kyoto reports from Tokyo.

Mr Gaisshi Hiraiwa, chairman of the Federation of Economic Organisations (Kaidanren), said yesterday that NTT stock was a symbol of speculative fund management known as *zaitech*. As a result, the sharp decline in NTT share prices in recent months had soured enthusiasm among individual investors in the stock market as a whole, he said.

Mr Hiraiwa, however, did not specify what measures the government might adopt to revive the price of NTT shares, which have plunged from a high of ¥3.18m in late April 1987 to ¥638,000 a share yesterday.

Calls have been heard in the market for cutting the face value of NTT shares to make it easier for investors to purchase the stock.

Mr Hiraiwa said Tokyo stock prices have seemed to have hit bottom and that volume was increasing. However, he added the key to a further recovery in the market was the participation by more individual investors.

Gambro rises 25% to SKr176m

By Robert Taylor

GAMBRO, Sweden's leading medical equipment manufacturer, announced yesterday a 25 per cent rise in its profits after financial items, to SKr176m (\$29.8m), for the first three months of the year. Sales were up 10 per cent to SKr1.48bn.

Mr Berthold Lindqvist, the company's president, said the favourable performance stemmed partly from the continuing integration of the US medical equipment company Cobe, acquired in 1990. He also attributed the improvement to product launches in recent years, rationalisation measures, and expansion in markets where Gambro had been active.

He added that the company expected income for the year to exceed 1991's figure of SKr594m.

Panel rules on Bass Strait oil royalties

BROKEN Hill Proprietary (BHP) of Australia and Exxon of the US must pay A\$68.7m (US\$41.6m) in additional royalties and interest on their past oil production from Australia's Bass Strait fields, a panel of arbitrators has ruled, AP-JV reports from Melbourne.

The two companies have produced oil from the fields in a joint venture since 1969 and have paid A\$98m in royalties at a rate of 2.5 per cent of the value of output.

Oil Basins Ltd receives and distributes the royalties. Nearly 10 years ago, the royalty holders started legal action seeking that the royalty be based on a calculation of value that included excise tax. BHP and Exxon disputed this claim, which could have involved A\$2bn, and the issue was submitted to arbitration.

The arbitrators ruled in the oil producers' favour in 1987 when they said royalties should be determined after the deduction of excise tax.

However, the panel only now has decided that certain payments by BHP and Exxon must be adjusted upward because the royalties are calculated on a different basis from that used when production started.

As a result, BHP and Exxon must pay A\$2.4m in additional royalties for the period 1969-1988, together with A\$36.3m in interest.

Cascades to take control of Paperboard Industries

By Robert Gibbons
in Montreal

CASCADES, the Canadian packaging products group with three plants in Europe, plans to buy 50 per cent of Toronto-based Paperboard Industries, become its managing partner, and also take an option on the remaining 50 per cent.

Paperboard, with 17 plants in Canada and the US, has 3,000 employees and annual sales of well over C\$500m (US\$418m). It is profitable in spite of being hit by the recession. The company has been owned by a group of banks led by the Royal Bank of Canada for the

past two years, following the failure of the previous owner.

Paperboard and Cascades would form a company ranking in the top five international packaging groups.

Domtar, a big pulp and paper and building products group, lost C\$48m, or 46 cents a share, in the first quarter, against a loss of C\$28m, or 35 cents, a year earlier, on unchanged sales of C\$450m.

Domtar, Canada's largest fine paper producer, suffered very weak prices though demand increased. It hopes to break even late this year and return to profitability in 1993.

Royal Oak to reopen Hope Brook gold mine

By Robert Gibbons
in Montreal

ROYAL Oak Mines, a small but growing Vancouver-based gold producer, is reopening BP Canada's Hope Brook gold mine in south-western Newfoundland. The mine was shut last year because of environmental and operating problems.

Production is to resume following the arrangement of a new C\$20m (US\$16.6m) five-year aid package from the federal government. Royal Oak last month bought the Hope Brook assets from BP Canada in a deal worth C\$2m. The new owner also assumes the remaining C\$14m of an earlier federal government loan.

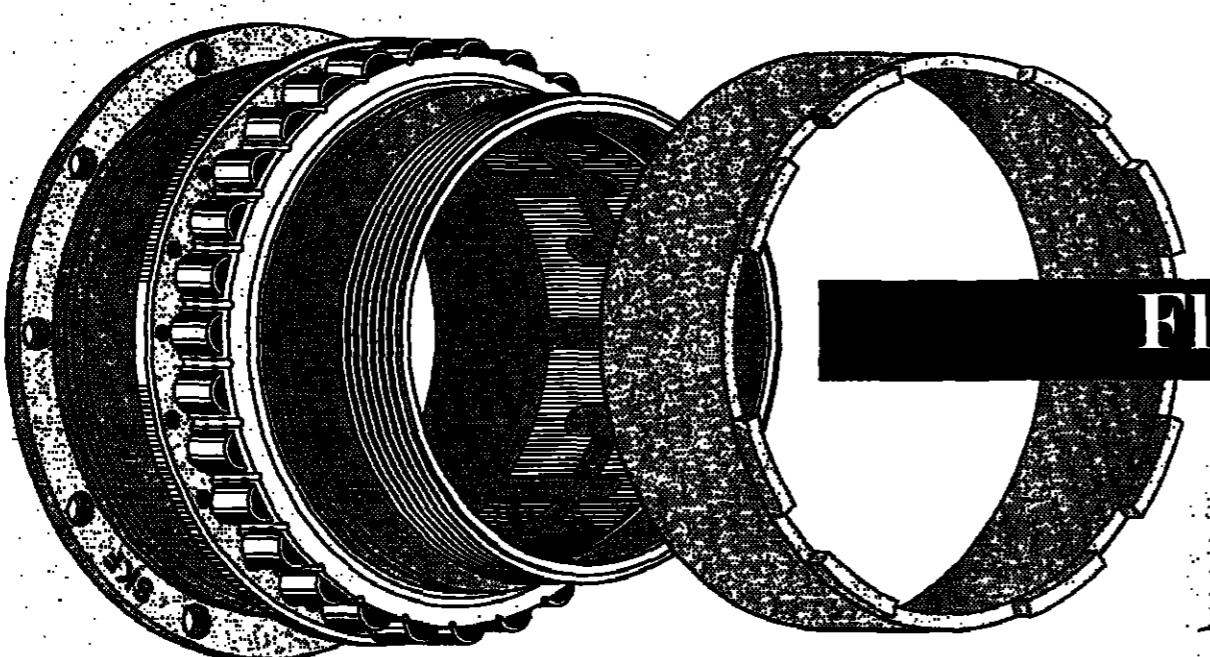
Hope Brook has set a production target of 50,000 ounces in the last six months of 1992 at

an average cash cost of US\$300 an ounce. Royal Oak is revising the underground mining operation and the milling process to keep costs down.

Alcan Aluminium has won the right to resume a C\$1bn expansion of its Kemano hydro-electric plant in north-western British Columbia.

The Federal Court of Appeal in Ottawa reversed a lower court ruling that the project should undergo a full federal environmental review. The original case was launched by native and environmental groups. The federal cabinet early in 1990 exempted Kemano II from the full assessment and Alcan spent nearly \$500m on river diversion before halting construction.

Alcan needs the extra power to expand its Kitimat smelter.



Flight path for tomorrow

The world leader in rolling bearings, SKF is a major supplier to the aircraft industry. With operators calling for engines with ever lower fuel consumption for both cost and environmental reasons, SKF is developing the higher performance

is why it has customers in over 130 countries.

SKF Interim Statement
Group sales for the first three months of 1992 amounted to SEK 7,158m (€688m).

bearings that such engines require like the one shown here.

Using extra high purity steels and meticulous production methods, this generation of bearings is able to run at speeds up to 13,000 rpm and at temperatures up to 200°C. With its technological leadership, SKF is able to meet the bearing needs of industry worldwide - which

compared with SEK 6,922m (€639m) for the corresponding period of 1991. Of this amount, the specialty steel division Ovako's external sales accounted for SEK 760m (€73m). After financial income and expense the Group result was SEK -34m (€-3.3m), compared with SEK 59m (€5.5m) in the first quarter of 1991. Included in the 1992 result is Ovako of SEK -110m (€-10.6m) and other net non-recurring income totalling SEK 70m (€6.7m).

Sales during the first quarter of 1992 continued on about the same level as the second half of 1991. Measures to reduce Group costs continued as planned.

Forecast

Although business conditions are not expected to decline further an upturn will probably not occur until the first half of 1993. SKF expects its result to improve compared with 1991 such that the Group shall show a positive result after financial net in 1992.

For a copy of the 1991 Annual Report, please contact SKF Group Public Affairs, S-415 50 Göteborg, Sweden.

Tel: +46-31-37 10 00



AB SKF

SKF

Windsor back in the black with £102,000

By Richard Lapper

WINDSOR, the specialist sports and leisure industries insurance broker, has returned to the black following an internal reorganisation.

The group recorded pre-tax profits of £102,000 for the six months to March 31, against losses of £373,000 last time.

Operating income fell to £3.21m (£3.82m), largely reflecting the impact of the sale last November of Bishopscourt Financial.

Earnings per share of 0.51p compared with losses of 1.73p. Overall, the group generated about 20 per cent of its income from sports insurance, of which about a tenth is earned in the US.

Mr Mike Eagles, chief executive, identified various types of prize indemnity insurance - technically known as contingency policies - as attractive growth areas.

The policies cover the cost of paying bonuses to successful players or teams or prizes to winners of competitions designed to promote particular sports events, such as grand prix or golf tournaments.

Windsor has recently broadened its base away from traditional property and liability insurance for the UK's football leagues clubs to develop its business in golf, motor racing, snooker, tennis and boxing.

It also specialises in leisure industries sectors such as advertising agencies, commercial radio, restaurants and hotels, which contribute between 25 and 27 per cent of its income. It also places insurance in the London market on behalf of retail brokers specialising in high risk areas such as demolition contracting and asbestos removal.

Correction SmithKline AGM

SmithKline Beecham's AGM will be held at 2pm tomorrow in the Queen Elizabeth II Centre, Broad Sanctuary, Westminster, not at 11.30am as reported in yesterday's Week Ahead column.

Rumours of Sorrell's departure denied

Refinancing appears to offer best hope for WPP, reports Gary Mead

THE IDEA that WPP's banks are seeking the removal of Mr Martin Sorrell, chief executive, as part of the price for agreeing a new financing package for the \$1bn-indebted international marketing services group, was roundly denied yesterday.

Mr Paul Judge, a recently-appointed non-executive member of WPP's board and chairman of Food From Britain, the British trade support body, said yesterday: "I have heard no suggestion from the banks that Mr Sorrell should change his role."

He added that the role of chairman and chief executive would not be merged, though it was becoming increasingly likely that Mr David Ogilvy, WPP chairman, now 51, would probably retire soon.

Mr Rupert Fauré Walker of Samuel Montagu, WPP's advisers in its bank negotiations, said: "I have seen only total support for Mr Sorrell, both among the banks and within the operating companies. There is no intention of any of the banks to see a change of chief executive."

On Friday evening WPP announced that the co-ordinating committee - Bankers' Trust, Barclays, Citibank and JP Morgan - of its 25 member banking syndicate, had agreed in principle to a rights issue, the proceeds of which would be used to reduce the group's debt.

Under the terms of the proposal, which must now be put to the syndicate and existing shareholders, the banks could end up owning slightly more than 50 per cent of the group's equity. The \$1bn debt could be reduced by as much as 25



Still smiling: David Ogilvy, left, and Martin Sorrell

per cent.

The latest re-financing package follows a \$1bn (£568m) restructuring package completed in April 1991, which saw WPP incurring a 'success fee' of slightly more than \$10m payable to its banks. The latest package will cost the company a similar amount.

WPP has to repay or refinance \$400m of its debt by June 1993 and the remaining \$600m four years later. It is unable to offer any dividend payments at least until June 1993.

By coming up with a new measure to keep WPP going, the banks appear to have decided that other options, such as forcing disposals, would not have produced attractive returns.

In March WPP stated its intention to sell Scall McCabe Sloves, a US agency, as well as some market research subsidiaries. Mr Sorrell said at the

time he hoped to raise some \$200m. However, buyers have so far failed to materialise.

The rumour that Mr Sorrell might be forced to leave or switch roles had gained ground in the last couple of weeks. Mr Sorrell himself declined to comment on his position yesterday.

A banker involved in the negotiations said yesterday: "Each of the 25 banks in the syndicate have some 10 people involved in the negotiations at some level. It is not surprising that some of that group look at WPP, see it as a problem on their books and want to find a single individual to blame."

"But those private views do not represent the thinking of the most senior figures in each of the banks involved."

Analysts took the view that the removal of Mr Sorrell would not be sought by the banks at this stage, if at all. But some argued that WPP's

board needs a new senior executive presence to act as a counter-weight to him.

Analysts also believed that there was a good chance of the rights proposal being backed by the banking syndicate. Mr Richard Dale of Smith New Court said: "The steering committee will not have gone this far without feeling there is a good chance of it going through with the rest of the banks."

If the new proposal does get the full syndicate backing, then it is unlikely that shareholders will resist it. By the end of June, Mr Sorrell and WPP will probably have bought more breathing space.

However, given that most estimates for increased advertising spending are still very low - perhaps an increase of 2 per cent throughout the world this year - WPP may still have to cut costs further, before the drama is played out.

Ensign takeover results in restructure

By Philip Coggan, Personal Finance Editor

IVORY & SIME and the Merchant Navy Officers' Pension Fund have entered into a complex restructuring deal, following the takeover of Ensign Trust.

MNOFF has bought out the minority shareholding in Ensign, an investment trust managed by Ivory & Sime. The management contract for Ivory & Sime had three years to run.

The quoted element of Ensign's portfolio is being transferred to other managers but the unquoted element of about £51m will continue to be managed by Ivory & Sime.

MNOFF is buying out the old management contract at a cost of £2m, and Ivory & Sime will henceforth manage the unquoted funds for £400,000 per year. In addition, Ivory & Sime will manage a smaller companies fund on behalf of MNOFF. The initial capital of this fund will be £12m, but it is expected to rise to £40m.

Meanwhile, Ivory & Sime will buy in 7.2 per cent of its shares, currently owned by Ensign. This will be done at a cost of £2.4m - effectively using up the proceeds of the contract pay-off - and will enhance earnings per share. Ensign's stake in Ivory & Sime will fall to 18.5 per cent.

Aberdeen Trust up by 77% to £1.04m

By James Buxton, Scottish Correspondent

ABERDEEN TRUST, the fund management company, yesterday reported pre-tax profits of 77 per cent, from £584,000 to £1.04m, for the half year to March 31.

The improvement, however, reflected the elimination of exceptional costs. Operating profits dipped from £1.21m to £1.04m.

Earnings per share were 0.97p (0.75p); the interim dividend is unchanged at 1p.

Mr George Robb, chairman, said that Cheval Investment

Management, which manages fixed interest funds for clients of Lloyd's of London, increased funds under management by £75m to £400m as Lloyd's acquired new clients.

Funds under group management were £1.1bn at the period end, compared with £755m on September 30 1991.

Unlike most Scottish fund management groups which prefer to centralise their fund management function, Aberdeen yesterday opened an office in Singapore to manage funds in south-east Asian companies and assist marketing to clients in the region.

GKN sells Australian scaffolding operation

By Richard Gourlay

GKN, the UK engineering and automotive components group, yesterday announced it had sold its scaffolding business in Australia for A\$45m (£20.5m) after an unsolicited approach from a locally quoted group.

The UK group has also swapped some of its loss-making Australian plant rentals branches for mobile lift equipment with Kennards Rentals of Australia, in a deal involving no cash.

"We have taken two useful steps to improve the prospects in the Australian construction market," GKN said. The con-

struction market was "in dire straits" and there were few signs of improvement. GKN Kwikform, the Australian subsidiary, would still be losing money after the reorganisation.

Waco International, the buyer which is already in the scaffolding business, will pay GKN A\$33m immediately and the balance over five years. GKN's scaffolding division had sales of A\$35 in 1991 and suffered a small trading loss.

GKN Kwikform will be left with three divisions; the slimmed-down plant rentals business; light access equipment; and temporary accommodation units.

Acquisition behind growth to £3.37m at Huntingdon

By Philip Coggan, Personal Finance Editor

A STRONG performance from Travers Morgan, the international consultants acquired for £9m in November, helped Huntingdon International Holdings, the life sciences and engineering services group, show an improved performance for the second quarter to March 31.

Pre-tax profits were up by 3 per cent to £3.37m (£3.22m) as Travers Morgan was further integrated, boosting sales and improving profit margins.

Turnover, net of subcon-

tracts, rose by 42 per cent to £36.8m. Sales and operating profits in the life sciences group improved 10 and 12 per cent respectively.

Earnings per share were unchanged at 2.8p; per ADR they were 94 cents (24.4 cents).

Taking in these figures, profits for the six months to end-March amounted to £5.95m (£5.78m), achieved on turnover of £85.8m (£82.8m).

Earnings emerged at 5.6p (6.1p), or 48.5 cents (52.8 cents). The interim dividend is maintained at 0.875p.

Whyte & Mackay expected to renew Invergordon bid

By Philip Coggan, Personal Finance Editor

The city now firmly expects Whyte & Mackay, the UK drinks subsidiary of American Brands, to renew its bid later this year for Invergordon Distillers, the independent Scotch whisky company, writes Philip Rawstone.

Invergordon's shares, which have risen sharply in recent weeks, closed yesterday at 330p - 55p above W&M's final, unsuccessful offer last October.

W&M, which holds a 41.3 per cent stake, made its presence felt at the distiller's annual meeting last week.

COMPANY NEWS IN BRIEF

Receivership for Betta Stores

By John Thornhill

BETTA STORES, the privately-owned Hampshire-based grocery chain, has gone into receivership just two years after it was formed through the purchase of 51 stores from Budgens. About 850 jobs are at risk.

The company, which currently runs 47 neighbourhood stores in southern England, said there was a "combination

of reasons" for its collapse but blamed the recession as the biggest contributory factor.

In March 1990, Betta Stores, headed by Mr Tony Sanderson, a former chief executive of Circle K, paid Budgens £10.5m in cash and £2m in stock in consideration for the stores. But Budgens provided a secured subordinated £2m loan to Betta Stores - repayable by 1994 - and struck a two-year supply deal with the company.

RADIOTRUST: net asset value at January 31 50.2p (57.2p); pre-tax loss for year to end-January £48,927 (£94,067); losses per share 0.3p (0.5p). STRATAGEM: has agreed to sell Visiotech, Visiotech and related assets which are engaged in computer software systems, stationery and related products for the motor trade to Kalamazoo Computer. Initial consideration is £450,000. Further payments totalling £300,000 will be made in instal-

ments beginning in May 1993. Further deferred consideration up to £200,000 are performance-dependent. WORTH INVESTMENT Trust: After-tax revenue was £9,000, against £94,000, for the year to March 31, equal to earnings of 0.03p (0.53p). The dividend is cut to 0.1p (0.21p). At year-end net asset value per share stood at 25.16p (33.54p). The fall in NAV reflected a write-down in the valuation of unlisted investments.



AUSTRALIAN MUTUAL PROVIDENT SOCIETY
ARBN 008 387 371 • Established in 1949 • Incorporated in NSW.
MEMBERS' LIABILITY LIMITED.

BALLOT OF MEMBERS: DECLARATION OF RESULT

At the AMP's General Meeting on 29 April 1992 the following Special Resolutions were put to Members and a ballot was called for on each:

RESOLUTION 1- That the By-laws Part 1 be amended by replacing references to the former Companies (New South Wales) Code with references to the Corporations Law.

RESOLUTION 2- That the By-laws Part 2 be amended in the manner set out in the Notice of Meeting.

The Auditors have advised that, following the counting of votes and entitlements, both the special resolutions have been passed.

Pursuant to By-law 14.6, I now formally declare both Resolutions carried.

Supplies of the amended By-laws will now be printed, and a copy will be supplied to any person who applies in writing to the Secretary at the address below, once copies become available from the printers.

Australian Mutual Provident Society
AMP Building
SYDNEY NSW 2000
AUSTRALIA

Sir James Balderstone, AC
Chairman
8 May 1992

LEGAL NOTICES

CONSOLIDATED INSURANCE GROUP LIMITED (No. 1876149)

Pursuant to Section 173 of the Companies Act 1985 Consolidated Insurance Group Limited ("the Company") hereby gives notice that:

(a) the Company has approved a payment out of capital for the purpose of acquiring 4,800,000 of its own 10% Cumulative Redeemable Preference Shares and £500,000 of its own 1% Cumulative Redeemable Preference Shares by purchase;

(b) the amount of the permissible capital payment for the shares in question is £7,537,445 and was approved by written resolution of the Company on 6th May 1992 pursuant to Section 173 of the Companies Act 1985;

(c) the summary statement of the Directors and the auditors report required by Section 173 of the Companies Act 1985 are available for inspection at the Company's registered office;

(d) any member of the Company may at any time prior to the date of the filing of the notice of the resolution for payment out of capital apply to the court under Section 176 of the Companies Act 1985 for an order prohibiting the payment;

(e) any enquiries should be directed to A. Blackburn Esq, the Company Secretary at Ashmead House, Purbeck Road, Richmond, Surrey TW9 1SQ, Telephone No. 01 940 8543

NOTICE OF A MEETING OF CREDITORS

RECURSUS SALES & DISTRIBUTION LIMITED
(an administrative receivership)
NOTICE IS HEREBY GIVEN pursuant to Section 48(3) of the Insolvency Act 1986, that a meeting of Creditors of the above-named company will be held at The Palace Hotel, 11 Great Cumberland Place, Marble Arch, London, on Tuesday 19th of May 1992 at 3.00 p.m., for the purpose mentioned in Sections 46 and 49 of the said Act.

A person is only entitled to vote at this meeting if:

(a) details in writing of the debt claimed to be due from the Company have been given to us, not later than 12.00 noon, on the business day next before the meeting; and

(b) there has been lodged with us a proxy which is intended to be used at the meeting.

If you wish to participate in the meeting of creditors, would you please forward details of your claim against the company and any proxy which you wish to be used on your behalf, to the office of Latham Grenney & Davis, 46 Chandos Street, London W1A 3BS. Dated this 1st May 1992.

Yves S. Duvois, F.C.I., Administrative Receiver

ATLANTIS SICAV 26, Boulevard Emmanuel Servais L-2535 Luxembourg AVIS AUX ACTIONNAIRES

Messieurs les actionnaires sont convoqués par le présent avis à l'ASSEMBLEE GENERALE ORDINAIRE DES ACTIONNAIRES qui se tiendra au siège social à Luxembourg le 21 mai 1992 à 14h30, avec l'ordre du jour suivant:

ORDRE DU JOUR

1. Rapport de gestion du Conseil d'Administration;
2. Rapport de l'Administrateur d'Enregistrement;
3. Approbation des comptes de l'exercice au 31 décembre 1991;
4. Affectation du résultat de l'exercice;
5. Décharge aux administrateurs;
6. Réélection des administrateurs sortants;
7. Divers.

Les résolutions des actionnaires lors de l'Assemblée Générale Ordinaire seront votées à une majorité simple des actionnaires présents et votants. Chaque action a un droit de vote.

Tout actionnaire peut voter par mandataire. Pour le siège: BANQUE DE CREDIT COMMERCIAL DE ROTTERDAM LUXEMBOURG 26, Boulevard Emmanuel Servais L-2535 Luxembourg



GROUPE AXA (mutual Societies + Public Companies)
Premiums are up 11%

Despite a difficult global insurance environment in 1991, Group AXA's sales on a comparable basis have grown by 11%.

(in billion FF)	1990	1991	%
GROUPE AXA (mutual + public Companies)	56.8	62.8	+ 11
Insurance premiums	25.7	27.3	+ 6
Life	18.1	21.3	+ 16
Reinsurance	4.1	4.9	+ 20
Financial Services	8.6	9.3	+ 8

Growth during 1991 resulted principally from non-French activities and from reinsurance, where premiums increased by 22%. AXA Equity & Law has performed very well in 1991, with sales increased by 40%.

AXA S.A. (CONSOLIDATED RESULTS)

(in billion FF)	1990	1991	%
AXA S.A.	48.0	54.3	+ 13
Insurance premiums	19.6	20.8	+ 6
Life	15.7	19.0	+ 21
Reinsurance	4.1	5.2	+ 27
Financial Services	8.6	9.3	+ 8
AXA S.A. (in billion FF)	3.65	2.75	- 25
Net Earnings retained by the Group	3.35	2.40	- 28

Earnings declined by FF 900 million in comparison with 1990. This reduction resulted from three main factors:

- Reduced capital gains at the holding Company level.
- Lower results for certain Companies whose earnings are partially consolidated, more specifically Paribas and Spex.
- Declining results in commercial leasing activities of the CECICO group and Increased Reserves in these companies to provide for a rise in legal action.

The Reserving policy for all Insurance members of the Group remains conservative.

AXA S.A.'s CORPORATE RESULTS AND DIVIDENDS FOR THE FINANCIAL YEAR

On April 22, the Board of Directors chaired by Claude Bebear, closed the accounts for the financial year ending December 31, 1991. These accounts will be submitted for approval to the Ordinary General Assembly, on June 10, 1992.

- AXA S.A. net profits total FF 2.3 billion and cannot be directly compared with the previous financial year which extended over only 4 months.
- The Board proposed a net dividend of FF 22 per share along with a tax credit of FF 11. The record date for this dividend will be June 11, and it will be paid on July 17, 1992.
- As was the case for the 1989/1990 financial year, the Board proposes the payment of dividends in the form of stock.
- Given the distribution of one free share for ten old shares in 1991, the growth rate in terms of distribution per share is 15%, total distribution is up 20% compared with last year.

Name: _____

Position: _____

Company name and address: _____

Telephone No: _____ Fax No: _____

BUSINESS IN THE COMMUNITY

Tuesday May 12 1992

Over the past 10 years many large UK companies and their employees have entered into a wide range of activities in partnership with their local communities. The aim now is to encourage many more smaller businesses to begin to participate, writes Richard Evans

Partnerships that work

AROUND 100 senior business leaders meet in Birmingham and Newcastle today to hear how they and their companies can get involved in helping the community and at the same time help themselves.

The meetings are part of a campaign organised by Business in the Community to extend and deepen the participation of companies in a range of local activities and to ensure that community involvement becomes a natural part of successful business practice.

They coincide with the 10th anniversary of BITC, an umbrella organisation which helps create partnerships between business, government and local communities to improve the economic, physical and social environment.

The organisation is at something of a crossroads, and is seeking to develop a blueprint for expanding community involvement to virtually every company in the country, not out of a sense of charity but out of enlightened self-interest.

Mr Neil Shaw, chairman of Tate & Lyle and the current chairman of BITC, says: "We need to move to Stage Two of our existence by significantly enlarging our army of volunteers... by doing so we develop better people and as a result better companies."

late 1970s and early 1980s with the decline of traditional manufacturing industries and increasing levels of social alienation, particularly among the young and ethnic minorities.

Enlightened businesses began taking direct corporate action to rebuild the health and vitality of local communities, and companies such as IBM (UK), BP, Shell, British Steel, Barclays and Midland banks all developed community involvement policies.

An Anglo-American conference at Sunningdale in 1980 led to the establishment of a working party chaired by Sir Alastair Pilkington, chosen because of the glassmaker's pioneering work with the St Helens enterprise agency, and this committee laid the foundations for the launch of BITC in 1982. The profile of the organisation was raised greatly in 1985 when the Prince of Wales became president.

It was also the dots of 1981 in Britain, south London and Tooting, Liverpool that gave the movement a big fillip. Mr Michael Heseltine, then environment secretary, dragged a group of senior businessmen on to buses to show the devastation of Tooting, and this proved to be the catalyst for much wider action.

From its launch BITC supported the local enterprise agency movement as a job creation vehicle for redundant employees and unemployed school leavers, and the development of employment opportunities has remained an important priority.

The private sector's work with LEAs and other community initiatives has drawn thousands of large, medium and small companies into community involvement. It has also developed the practice of partnership between the private sector, local authorities, voluntary organisations and central government, and paved the way for the establishment of Training and Enterprise Councils (TECs).

BITC, acting as an umbrella organisation and a disseminator of best practice, has evolved into a national organisation with 11 regional offices.



Target teams focus on national issues, business leadership teams implement programmes locally, and neighbourhood economic development partnerships address urban regeneration problems at local level.

The Per Cent Club, administered by BITC, is a group of companies which have agreed to contribute a 1/4 per cent or more of pre-tax profits, or 1 per cent of dividends, to community based projects. Contributions take the form of cash, staff secondments, or donations in kind such as equipment, premises, time or expertise. More than 500 organisations are now members of the club.

A Professional Firms Group pledges professional services free of charge to community projects, including engineering, legal, accountancy, quantity surveying and architectural services.

In the early years, help from

business was concentrated on straight charitable giving and sponsorship of the arts and sport. These are still important but they now form a much smaller part of the total.

The issues facing the movement have become much more focused since Directions for the Nineties was published after a lengthy consultation exercise. They are the need to widen the range of support given by business to the community, the need to include more employees in community involvement, and the need to integrate community work fully into every aspect of corporate life.

Mr Shaw, like other BITC leaders, stresses that a company's involvement in the community must not be seen as just a charitable act, but as a "two-way street" that benefits the company as much as the community by generating a more prosperous local economy.

He also emphasises the benefits to the individual of community work. "I would pay more attention to a successful involvement in a local project than I would to success at business school," he says.

Sir Allen Shepherd, chairman and group chief executive of Grand Metropolitan and a deputy chairman of BITC, says: "Corporate responsibility is not a fringe activity. It is becoming an integral part of doing business."

The GrandMet Trust has become the largest private agency in the country for providing government-sponsored training and counselling programmes for the unemployed. On any given day, 5,000 people will be attending a course, and 80 per cent of those completing one go on to find full-time employment.

The secondment of employees, favoured particularly by companies such as Marks &

Spencer which donates \$5.5m a year to community work, IBM, banks and the big accountancy firms, has always been an effective link with local communities.

The enterprise agency or local organisation gains from the secondment's expertise and fresh approach to problems, and the company sees key employees increase the range of their experience.

Kingfisher, which owns B & Q, Comet and Woolworths, was a founder member of the Opportunity 2000 campaign aimed at increasing the quality and quantity of women's participation in the workforce, and the company has sponsored a guide to corporate responsibility.

W.H. Smith is one of many companies that has encouraged employee participation by matching pound for pound any sums raised. One recent exercise has been to update the

IN THIS SURVEY

NORTH EAST and the Midlands: corporate involvement where it will take more than a couple of years to counter decades of social deprivation

TECS at work: trial and error at the Training and Enterprise Councils

Page 2

SECONDMENT: the candidates are now rising management stars rather than burnt-out executives

RECESSION'S impact: money is still flowing but allocations are harder

DEVELOPERS: a decade after Michael Heseltine's challenge to the property industry, work goes on

Page 3

EDUCATION CHALLENGE: schools and colleges are prime fields for involvement

DIRECTORY of advice: some organisations and publications involved in the local business enterprise field

Page 4

Samaritans' overloaded crisis phone lines.

Mr Sam Whitbread, chairman of Whitbread the brewers and chairman of BITC's target team on employee volunteering, believes this area is the key to a company benefiting from community activities. "It can be used as a vehicle for team building and staff development, it fosters positive communication with otherwise disparate departments and generates a caring, service-driven culture which can only lead to a commercial advantage," he says.

The recession of the last 18 months has clearly had an impact on the community involvement of some businesses. Redundancies and closures do not sit happily alongside well publicised community projects. But the effect has not been as great as might have been expected.

Continued on Page 2



World Class

ICI is pleased to be associated with
Business in the Community.

Canon

is proud to support
the work of

Business in the Community

Canon (UK) Ltd.

Suppliers of copiers, fax, printers, computer systems,
electric typewriters, micrographics, calculators,
cameras and video camcorders.

Canon House, Manor Road, Wallington, Surrey SM6 0AJ

Tel: 081 773 3173

BUSINESS IN THE COMMUNITY 2

Chris Tighe reports on pump priming in North East England and the Midlands

Challenge of the hard core areas

THE MURDER of a hostel dweller drinking in a pub in a rough area of Newcastle upon Tyne is not the sort of incident in which one would expect leading businessmen to take a personal interest.

But when a man was stabbed to death last month at The Chieftain, in Newcastle's Crutches Park area, Barclays bank north east England regional director Mr John Ward immediately thought "Oh no, not my patch".

It was not that Crutches Park team with Barclays customers; indeed, it is doubtful whether many of its residents have a cheque book, far less savings or investments.

Mr Ward's response was because this deprived inner city area of high rise flats and post-war terraces, centred on a bleak concrete shopping centre of which The Chieftain is part, has been the focus of one of the most ambitious projects undertaken by any of the Business Leadership Teams fostered by Business in the Community.

Nobody, even before the murder, was claiming Crutches Park had been totally transformed since it was identified in late 1988 by The Newcastle Initiative, the city's Business Leadership Team, as a testbed for how TNi's skills, contacts and resources could be focused on regenerating an area brought low by high unemployment and social problems.

The stabbing served as a reminder that a web of social and economic difficulties woven over decades cannot be unravelled by a couple of years of private sector intervention.

But TNi's experiment, in which it has been supported by central government departments, Labour-controlled Newcastle City Council and some local residents, has made Crutches Park a less threatening place to live in and, through tackling residents' employment problems - and some employers' prejudice - transformed some people's lives.

It has also wrought a small transformation by making prominent Tyneside businesspeople feel that what happens in Crutches Park affects them; for years such areas have been almost totally bypassed by the affluent, none of whom would dream of living there.

TNI was one of the first Business Leadership Teams set up in the wake of the Calderdale Partnership, created in 1987 by Business in the Community to bring together local business leaders to tackle their area's problems.

Today, there are 16 BLTs in the UK as well as a number of other more

tightly-focused bodies, not formally constituted but working on similar lines.

The BLTs' resolute individualism in the way they interpret their role is reflected even in their patchwork quilt of names, from the Bradford Breakthrough to West London Leadership, Teesside Tomorrow and the Wearside Opportunity.

But they share a common philosophy: the belief that companies' commercial success depends largely on the economic health of their local communities and, therefore, that those companies which improve their community's economic health enhance their own businesses too.

The BLTs are also united in being led by the private sector, in recruiting the businesspeople on their boards only from the most senior level and in being dedicated to tackling, in their particular area, what they perceive as the key problems.

Another unifying factor, which can be both a strength and a weakness, is that BLTs do not have any function they are legally obliged to fulfil, nor any automatic funding.

At its best this means they can use the often considerable influence of their prominent members to promote the wellbeing of their area and also bring fresh thinking to seemingly intractable problems.

"They act but they are not constrained," says Mr Paul Johnson, BIC's regional director in north east England. "They have a very powerful lobbying impact."

At a time when very many companies are both short of spare money and constantly under pressure to donate funds to myriad worthy causes, BLTs can provide an appealingly flexible "value added" route to community involvement enabling companies to offer access to their services or their skilled staff rather than cash.

Furthermore, BLTs can create a meeting point, for the good of the local community, for busy business leaders who would otherwise not know each other nor realise they had common cause.

At the worst, however, BLTs' non-official status means they can be accused of seeking credit for investments and successes for which other organisations also claim kudos.

It can also lead BLTs into a political quagmire where they find themselves caught between those councillors and officers who welcome their input and those who resent it; a major heritage project championed by one BLT bit the dust when blocked, late in the day, by the "antis".

"I think their attitude is: why should these businessmen meddle in something which is the council's job," says a successful businessman on the board of the BLT involved.

"You have to understand the mentality - it's a hostile attitude to the nobby capitalists."

However, the same BLT has found support from the same council for smaller projects and strong encouragement from some other local authorities. The successful businessman, although irked that valuable time was wasted, is still enthusiastic about his BLT involvement.

To operate effectively BLTs need constant injections of new blood; hence BIC's decision to hold a series of regional conferences on its Directions in the Nineties campaign.

The first two, in Gateshead and Birmingham, take place today, addressed, respectively, by British Telecom chairman Mr Ian Vallance and Mr Robert Evans, chairman and chief executive of British Gas.

The conferences are the first mounted by BIC specifically to get more companies involved in their



Statue of Newcastle United's Jackie Milburn outside a shopping precinct: no shortage of local pride

communities. In areas such as north east England, with few locally headquartered ples and a burgeoning number of BLTs (three are well established and three more in formation) the need is acute. Both the Newcastle Initiative and Wearside Opportunity currently have chief executives seconded from the DTI, not the private sector.

Regional BIC director Mr Johnson says that, with honourable exceptions, the manufacturing sector has proved especially difficult to win over to BIC's philosophy of enlightened self interest through community involvement. "There's been a tradition of 'head down and make the widgets'," he says.

Casting its net, TNi has just hosted a highly successful environmental breakfast, attracting 200 businesspeople. They were all given a free factpack on the environment, including new legislation, then asked to pledge something in return. The response has been very encouraging.

TNI's priority has been to enhance Newcastle's regional capital role through urban regeneration, ranging from Crutches Park to the city's architecturally superb Grey Street and its Chinatown restaurant area.

The Wearside Opportunity's primary objective is to promote Wearside as The Advanced Manufacturing Centre of the north: it has coined the *Make It Wearside* slogan emblazoned on commercial vehicles all over the area and used in national advertising.

Teesside Tomorrow has mainly concentrated on smaller projects across a wide range of sectors, including areas not covered by other organisations.

One of Teesside Tomorrow's board members is Mr Alistair Arkley, chief executive of locally based Century Inns, a fast-expanding chain of nearly 300 pubs. He voices what is probably a typical mixture of motives for becoming involved.

Partly, he says, it was a philanthropic desire to improve the environment and culture of the area where he is based; also a personal wish to get to know other business leaders and discuss mutual problems. He was also aware of the potential direct benefits to his business.

"We're reliant on the people of the community to drink in our pubs to ensure a prosperous future for the business in the markets where we're strong," he says. "If there's better employment, a better environment, that will help my business."

In Birmingham, where many smaller companies identify more readily with their immediate area than the city as a whole, BIC has opted for setting up smaller BLT-type bodies. One example is the Newtown business group, comprising 12 companies, led by industrial tool sales, hire and repair company W.H. Price Ltd, which employs 150 people.

The companies are in an inner city location suffering the familiar problems of litter, graffiti, unemployment, lack of parking space and poor redevelopment which has created bleak open spaces.

Mr Tim Lunt, chairman of W.H. Price, says the business group has brought his company into contact for the first time with nearby businesses with similar problems. "It's really been a chance for us to get together. And we've had a chance to talk to the residents of the area. They have very different problems to us, who commute into this area."

The Newtown group, like a number of BLTs, has been involved in its local authority's submission of a City Challenge bid for Department of the Environment funds to improve the area.

Some of those who become involved in BLTs do so after participating in programmes run by Common Purpose, set up in 1989 by Julia Middleton, formerly of the Industrial Society. Common Purpose aims to expose the next generation of decision-makers, in the private, voluntary and public sector, to the different aspects of their city, to create better understanding and more effective networks.

It pitches its recruitment - each year a group of around 30 gets together for 11 programme days - a couple of paces down from BLT board member level. "We're dealing with the people who in five years time are going to be at the top," says Jenny Talbot, its Midlands director.

Launched in 1989 in Newcastle and Coventry, Common Purpose

now operates in 16 locations in England and Scotland. Like the BLTs it is locally self financing, relying on sponsorship in cash and kind.

It too is committed to involving more companies. "We have to make very considerable efforts to get new companies involved," says north east England director Deborah Jenkins. She has contacted more than 1,000 businesses in three years.

Miss Talbot says "getting your foot in the door" is the most difficult part: she fears the sheer number of organisations wanting to get companies involved in community-related activities may have a deterrent effect.

Miss Jenkins sees Common Purpose's main contribution as raising understanding and thinking about the problems facing cities. That includes breaking down preconceptions in all sectors.

"In one sense, the great disease is having too many people who want to get something done," she says. "Thriving young executives can be a pain, especially when they think they know what makes people poor. It's very difficult for somebody successful to really understand somebody who doesn't appear successful."

There is, she says, a type of business thinking which believes there is no such thing as a problem, only a challenge. "It's an idea that if you look at a set of circumstances in a different way, it's not a problem, it's something terribly exciting to sort out."

For those living in fear of crime, making do on state benefits, coping on their own with children and resigned to unemployment, being seen as an exciting challenge may be just one more indignity.

The success of the Crutches Park initiative is due in large measure to the recognition that solutions cannot be imposed on such areas. Local people must be actively involved, if possible as leaders. This takes time and slow, painstaking work, requiring long-term commitment and patience, qualities often in short supply among companies primarily concerned about survival and this year's balance sheet.

After three years' effort, the Crutches Park initiative has so far helped 192 local people into employment and assisted residents in setting up four businesses. Local unemployment is now estimated at around 45 per cent.

While BIC wants to get more companies involved, Mr Ward of Barclays, who has shown strong personal commitment to TNi and to the Crutches Park Community Trust, both of which he chairs, is worried about how the community can also be encouraged to participate. "My worry is that my perception of what we are doing isn't necessarily seen by the community," he says. "It needs to come from both ends to work as effectively as it can."

Suspicion, apathy and resignation create barriers. "There's very wary acknowledgment from the doors in the community; but it's the vast majority of people on council estates who don't get involved," says Mr Ward. But he remains resolutely committed. "I'm a great optimist. If I wasn't I wouldn't do the job."

Lisa Wood on the role of the Training and Enterprise Councils

The focus is sharpening

Tecs' brief included the development of business information and advice services; the enterprise allowance scheme; training provision for small businesses and support for exporters.

The agenda has not been without problems, not least because the Department of Employment and the Department of Trade and Industry have not themselves closely co-ordinated their activities in the field of enterprise.

At the sharp end, Tecs have come into conflict with existing providers of business assistance - including chambers of commerce and enterprise agencies.

Chambers, like enterprise agencies, are largely supported by voluntary subscription and offer a wide range of services to their members including business advice.

The most notable conflicts between chambers and Tecs, for example, have been when Tecs have set up rival services to those of chambers, such as export advice, and where they have set up membership subscriptions from the same client base.

At best, however, a growing number of the 82 Tecs are either working in partnership with chambers of commerce and enterprise agencies, contracting with them to provide services including business

information advice, or else they are providing leadership in co-ordinating activities.

County Durham Tec, for example, has created a network of eight "Business Services Centres" in partnership with existing bodies providing a single point of entry for the entire range of enterprise support services.

The Tec has based the centres on existing Enterprise Agencies and Development Agencies.

Birmingham Tec, in partnership with other agencies including enterprise agencies, is bringing together all enterprise initiatives to provide new and developing businesses with continuity and consistency of support.

The New Business Programme provides an integrated package including improved access to business counselling and advice, preparatory training and support funding.

Doncaster Enterprise Agency, for example, has a contract from Barnsley and Doncaster Tec to operate its enterprise allowance scheme, which is a scheme which offers unemployed people financial help to start their own businesses. Whether partnership will one day lead to marriage, with Tecs eventually absorbing some of the other players, remains to be seen.

Brian Crangle is probably typical of most Enterprise Agency activists when he says he could not envisage his agency being absorbed by the Tec although he sees closer and closer partnership arrangements.

"I believe in a federal approach," he says. "So what has the Tec brought to the party? Mr Crangle says that the fact that the Tec had money to spend was an important attraction in bringing people together."

"The fact that it has money to spend probably persuaded different people to sit down at the same table in the first place," he says.

He also believes that the boards of Tecs themselves, drawn from a localised business community along with representatives of public sector organisations such as local councils, are an important forum for the exchange of ideas.

According to a recent survey, contacts between small businesses and large local companies and public sector organisations are not particularly strong.

The survey, by Kingston Polytechnic for Midland Bank, said most small businesses were not as well integrated into strong local networks of contacts as many people generally assumed.

Tecs, it is hoped by the government, should bring a new spirit of co-operation and understanding into local business networks.

But a lot more will have to be done to raise the general performance to the standards reached by the best.

INVESTING IN THE COMMUNITY

Every year we at NatWest invest in the communities we serve in the United Kingdom.

Our central objective is to promote financial effectiveness and enterprise for individuals and organisations.

To achieve it, we seek to establish productive partnerships in projects linked to Education, Environment, Equal Opportunities, Arts, Community Sport and Financial Counselling.

We aim to participate in the development of a more financially informed society and to encourage enterprise skills in the community.

National Westminster Bank

National Westminster Bank Plc. Registered Office 41 Lothbury, London EC2P 2BP.

Working partners

Continued from Page 1
Mrs Julia Cleverdon, BTIC chief executive, believes that support has been well maintained partly because of the interest of chairmen and chief executives who insist on a commitment being kept. It is also partly because of a growing appreciation that the backing and sympathy of the local community is particularly valuable to a company in difficult times.

What seems to have happened in recent years is that an increasing number of large companies have appreciated

the benefits of community involvement. But this has not filtered down sufficiently to smaller companies, who wonder whether they have the resources to act effectively enough.

What stops many business leaders from becoming involved in the community is not unwillingness, but a lack of knowledge of the working mechanisms through which their energies can best be channelled.

That is the purpose of today's meetings and of others to follow.

POWER TO THE PEOPLE

We have been serving the community for decades. Congratulations to Business in the Community on your own decade of success.

East Midlands Electricity

"It's not just business sense to care about the community. It's common sense."

SEAN SHEPPARD
Chairman & Group Chief Executive
Grand Metropolitan

BUT ACTIONS SPEAK LOUDER THAN WORDS.

Concern for the communities from which our profits are derived is a special responsibility we believe in passionately - and take seriously.

In the UK, through GrandMet Trust, we provide training and employment opportunities for youth and adult unemployed. We are also committed to helping people to help themselves - from developing education and business partnerships, to initiatives which help people with disabilities and support young people. And we are actively concerned with projects leading to the regeneration of our inner cities.

Our leaflet, 'Grand Metropolitan in Partnership with the Community', tells you about these and the many other initiatives we are involved in internationally.

If you would like to know more, please write to the Public Affairs Department, Grand Metropolitan PLC, 20 St. James's Square, London SW1Y 4RR, and you will receive a copy by return.

GRAND METROPOLITAN

.....adding value

Andrew Jack discovers the spin-offs of seconding staff to local projects

Benefits that work both ways

ALISON KESTER has no regrets about the 100 hours during which she was seconded part-time from the Nationwide Anglia building society to the National Voluntary Action Council. She has since been promoted to branch manager at Rayners Lane in London.

Her attachment over three months for a day each week provided a local community group with an analysis of how to improve its services. It also gave her - and indirectly her employer - the benefits of invaluable training in interviewing and report-writing, time management and a wholly different perspective on life and work.

The role of secondment in the community has shifted sharply in the last few years. The image of companies handing over begrudging burnt-out executives to voluntary organisations as an act of charity has all but disappeared. In its place have come the best up-and-coming staff on loan for sound commercial reasons.

The idea of loaning employees to an outside organisation - while normally keeping them on full salary and benefits - has been around for a long time. But its adoption is growing fast, and the reasons for doing so are more diverse and powerful than ever.

A survey in 1989 estimated

that there were 880 secondments from the private sector and 150 from government departments during the year, representing staffing costs of about £20m. The trend has continued.

Nowhere is the pattern more clearly visible than at the Action Resource Centre, an organisation based in London and with offices around the country, which specialises in "brokering" secondments by establishing links between companies and voluntary organisations.

ARC's annual report, released at the start of this month, shows that it alone coordinated 425 secondments in the 12 months to the end of March. Mr David Hensworth, director of communications, says: "The proof of the pudding is in the figures."

Companies are sufficiently keen that they willingly pay the £500-£1,000 fee charged by ARC for each secondment placed. In fact, Mr Hensworth says he now finds much of his marketing efforts target voluntary organisations, to ensure that he can generate sufficient quality placements each year to meet demand from businesses.

Marks & Spencer alone used

ARC to arrange 52 secondments this year. Meanwhile, Alison Kestner at Nationwide Anglia found herself competing against an enthusiastic glut of trainees who were trying to be allowed to take part.

ARC is not alone in arranging secondments. Accountancy firms are just one sector which has long seconded staff to public sector bodies such as the Stock Exchange and the Serious Fraud Office. The trade-off includes greater insight into the operation of government, training for those attached and potential business leads, and as well as altruism.

But even where attachments to the voluntary sector are concerned and the pay-back is rather more personal, large numbers of secondments have

been attracted from unsolicited applications from voluntary organisations to companies.

Some - particularly those sought to work in the network of local enterprise agencies around the country - are handled through Business in the Community. A vast number of shorter attachments - for one or two weeks - are arranged by Understanding British Industry, which specialises in placing school teachers into industry for limited periods.

"Secondment has come a long way over the last two years," says Mr Hensworth. "The stereotype was of a tired

executive being put out to grass before retirement. Life full of stereotypes it had some truth to it. But the more accurate image now is of the early or mid-career manager using a short placement as way of development."

Traditionally, he says, requests for secondments were dealt with by companies' community affairs departments. Attachments were typically for full-time for two years or more, often with unclear objectives.

That sector remains important. But its growth has all but stalled. In its place has come a range of shorter-term, often part-time attachments for bright young talent, normally arranged by the personnel or training department. In the time allotted, they may compute the accounts, develop a marketing plan, or produce a feasibility study.

"They are taken out of the womb of their company and put in a different organisation in scale and ethos," says Mr Hensworth. "They develop qualities of adaptability and hone soft management skills like negotiation, influence and communications."

Even in 1989, 41 per cent of companies offering secondments said they were designed for employees in mid-career. That proportion has grown sharply since, driven by the realisation that it provides clear returns to the company.

Short secondments are proving valuable for both general training and to prepare staff for a transition to a different job within their company.

As Heather Hubbard, training and development adviser at Marks & Spencer, puts it: "Secondment provides an opportunity to make not only a contribution to the community but also for personal development of staff. We think it's a very powerful method of developing management skills."

Voluntary organisations also benefit greatly. They are likely to get more energetic staff with a highly-focused project than through more traditional secondment programmes.

Mr Hensworth stresses a number of important points that should be respected if the secondment is to work effectively. Companies need to recognise the importance of the idea from the board-level downwards.

Secondments must be genuinely committed to their attachments, and so should be fully prepared in advance and given a choice of possible assignments. They should also stay in regular touch with their employer.

And voluntary organisations must accept fully management responsibility for their secondments, helping them integrate and devising a project which provides lasting benefit rather than a spare pair of hands.

What the property developers did

Years of challenge

AT the start of the 1980s, Mr Michael Heseltine, then environment secretary, invited the property industry to take part in "the great experiment of rebuilding new towns in old cities".

A decade later, after some striking successes and equally notable failures, the experiment continues in a substantially modified form.

The enterprise zones and urban development corporations that were set up in the 1980s, will, with the occasional exception, give way to a new set of initiatives reflecting the lessons of the last decade. "We need to learn from the 1980s," says Mr Victor Hausner, whose London-based consultancy is advising the government on urban renewal.

The 1980s vision of urban regeneration was to transform the character of run-down areas, by harnessing the energy of the private sector. The local authorities were largely excluded from the process, as their complex planning regulations and sometimes hostile attitude to business were seen as obstructive during the 1970s.

The architects of these proposals can claim that they overturned the scepticism and inertia that dogged inner city renewal during previous decades. Inner cities managed to attract many times as much investment from the private sector as from public funds.

But the roles of the public and private sectors are now being reassessed. Following the worst property recession in living memory, it will be some years before the private sector again takes such a prominent role.

The parlous financial state of many companies has forced them to put ambitious regeneration schemes in mothballs. Moreover, the government's policy of stimulating an area by tax breaks without any strategic planning in derelict areas has sometimes accentuated their problems, most notably in the London docklands which has become something of a graveyard for developers.

The London docklands, which has gone from boom to bust in a spectacular fashion, is perhaps a special case. Other inner cities which always had a greater struggle to attract investment did not become victims of their own success and may now be less affected by the downturn. "Recession hasn't dented our activity; we have weathered it very well," says Ms Fiona Blackwell of



Heseltine comes back to Liverpool: it was a great experiment

Teesside Development Corporation.

But a broader question which concerns all the development authorities set up by the government is whether the concept of using property development as a way of regenerating an area is a wise one.

The government saw its mission as a matter of restoring the economic life of areas that had been drained by depopulation and the decline of manufacturing industry. "The concept was to take a run-down area and transform its character so that it attracted people in where previously it had encouraged people out," said Mr Hausner.

Mr Hausner, the department's adviser, recognises this criticism. He distinguishes between two aspects of urban policy: that concerning disadvantaged communities, such as training and education, and that concerning physical regeneration.

Continued on Page 4

Charles Batchelor assesses the recession's effect on company priorities

Resources battle gets tougher

SUPPORT for enterprise and, more specifically, backing for small businesses have become essential elements of the community involvement programmes of many large companies over the past decade.

Enterprise support has not escaped the rigorous reappraisal which big business has given to its charitable giving but there are no signs that large companies are making any fundamental shift away from this area of activity.

The recession has undoubtedly

put pressure on community support budgets but it has also emphasised the importance of backing local, small scale economic activity if the large businesses themselves are to prosper. At the same time enterprise support, which emerged as a legitimate part of community involvement in the late 1970s and early 1980s, is increasingly obliged to fight for its share of companies' community budgets alongside education and the environment.

Enterprise support has traditionally taken a number of forms:

- Seconding staff to help organisations such as the enterprise agencies advise entrepreneurs setting up in business. This process also benefited the staff who gained a broader experience.
- Providing funds to support advice organisations and run training programmes.
- Turning over redundant factory or office space to provide workshops for small businesses. The donor would often subsidise or provide centralised facilities such as a switchboard, receptionist and security.
- Providing finance for small venture capital and loan funds.

Shell UK, for one, is maintaining its £1m-a-year commitment to its two main enterprise programmes aimed at young people, says Mr Asif Abdulla, enterprise manager. Its Livewire programme provides advice and awards in cash and "kind" to 16-25 year olds who submit an acceptable business plan while the Shell Technology Enterprise Programme (STEP) places 400 polytechnic and university students with small businesses during their summer vacation.

Shell is continuing its backing for start-ups at a time when much of the emphasis of small firms support is switching to the more established, though still small, businesses. This shift has been prompted by the realisation that established companies have already survived the most difficult early days and are more likely to create jobs in the short term than start-ups.

But Shell remains convinced of the need, and the value to its public image, of backing young people with business ideas. As part of the more pragmatic approach that businesses have been taking to their community programmes in recent years Shell has been keen to obtain "leverage" for its own investment in enterprise programmes by bringing in co-sponsors.

British Steel (Industry) and British Coal Enterprise helped sponsor the 1991 STEP programme. Every £1 that Shell puts into STEP generates a total investment of £2, says Mr Abdulla. The Prince's Youth Business Trust (PYBT), which helps young entrepreneurs, has noticed a far more commercial approach by sponsors.

In the past many sponsors provided money from their charitable funds with no strings attached and with little expectation of any acknowledgment of their contribution. But increasingly, the PYBT reports, companies have begun backing enterprise from their marketing budgets. This means

organisations seeking corporate backing must be aware of their sponsors' marketing needs and be willing to accept more overt promotional links.

The PYBT's most recent fund-raising, to mark the Prince of Wales's 40th birthday, sought deliberately to raise money from small and medium-sized businesses to compensate for cut-backs among its traditional blue-chip sponsors. The most recent instance of a large company recasting its community involvement policy came with the announcement last month by National Westminster Bank that community activities would reflect its business priorities more closely.

The bank gave £13.7m to community support last year. NatWest said it had adopted the promotion of a more financially informed society and the encouragement of enterprise skills as its central objective. Previously the bank had tended to support good ideas rather than focus on aims.

By focusing on activities it understands best the bank hopes to make greater use of staff skills as well as providing money for the causes it backs. The NatWest approach is expected to be adopted more widely by large companies.

BP, the petroleum company, has also focused its community activities more closely - it has recently devoted considerable effort to backing innovation -

people to receive high quality, productive education. "The reason for this involvement is because it 'believes that no successful company can exist in isolation from the community in which it does business'."

BAT has concentrated its efforts on backing enterprise agencies in Southampton and South London and on financing the creation of business centres providing accommodation for small companies in Liverpool and Brixton. The approach of big business to community involvement is becoming more tightly focused within a broader range of overall objectives. There are no signs, though, that large companies are any less committed to community programmes in general or to the theme of enterprise in particular.

There is a switch from charitable funds to marketing budgets

while BAT Industries, the tobacco and financial services group, is concentrating on a smaller number of big projects.

Large companies are increasingly likely to draw up formal policy statements for their community involvement. These frequently reveal a broad spread of activities. British Gas, for example, lists six main categories under its "social policy." These cover education, the environment, the arts, sport, charitable support and "community action". This last category includes backing enterprise and developing small businesses, particularly among the economically and socially disadvantaged.

As part of enterprise support British Gas backs Young Enterprise, a project which helps 15-19 year olds set up and run businesses. It is also helping set up the Felix Road Enterprise Centre in Bristol to provide 21,000 sq. ft. of light industrial space, offices and studio workshops.

This is part of a policy intended to reach many audiences: customers and their communities, employees, shareholders, the business community and local and national government. "More than ever we must speak to these audiences directly by achieving a positive public profile from the projects we support," the company says.

BAT Industries' community involvement programme in the UK has two main goals, the company says. These are "to provide support to small businesses and to enable young



BRITISH NUCLEAR FUELS. BUILDING A MORE PROSPEROUS CUMBRIA.

As West Cumbria's traditional industries undergo their final decline, British Nuclear Fuels is today concentrating its substantial contribution to the area's infrastructure on economic regeneration and diversification.

The Westlakes Science & Technology Park in particular, is seen by the Company as offering the greatest opportunity for economic growth.

BNFL has therefore shared in a multi-million pound development in the construction of the Park, which links together a superbly equipped environmental and medical sciences laboratory, a high quality business park and a major Research Institute which will concentrate on environmentally related subjects.

Around the area, BNFL has improved road and rail links, renovated local town centres, improved sports and recreational facilities and will continue to develop local tourism by promoting the highly popular Sellafield Visitors Centre as just one of many local attractions.

Together with an annual investment of £1m in the West Cumbria Initiative, BNFL is proud to be so involved in the future success of this unique region.

BNFL

British Nuclear Fuels plc, Information Services, Risley, Warrington, Cheshire WA3 6AS

BT - a community leader in the Nineties

The BT Community Programme is a major supporter of community projects throughout the UK and of Business in the Community's *Directions for the Nineties* action strategy.

As a company whose business takes it into every community in the country, BT is happy to play its part in caring for the wider health and well-being of the community.

The BT programme is targeted at six areas of social concern:

- People with Disabilities
- People in Need
- Economic Regeneration
- Education
- Environment
- Arts

For further details, please contact the Community Affairs Division, Room 111, BT Centre, 81 Newgate Street, London EC1A 7AJ. Telephone 077 455 6678.

BT
In the community

BUSINESS IN THE COMMUNITY 4

Schools and colleges are a prime field for involvement, writes Andrew Adonis

Stimulus for pupils and teachers

THE *Mary Rose* is not the first thing one associates with engineering. But for Roy Hedges, a consulting structural engineer who worked on the *Mary Rose* project, describing the recovery of Henry VIII's flagship to fourth formers at Bullers Wood School for Girls in Chislehurst, Kent, was among the most rewarding events in his first year as one of the school's "neighbourhood engineers".

"The strongest bias against technology comes from the parents", says Mr Hedges, partner in a Bromley firm of structural engineers and one of 6,000 neighbourhood engineers attached to 1,600 secondary schools across the country. "Youngsters have a better idea of what engineering is about than their parents - who see it as dirty hands and overalls. Our job is to break the stereotypes."

To help do so, Mr Hedges has arranged work experience schemes in his company for several pupils, and is a frequent visitor to the school - talking for instance, to third years about to make GCSE option choices. It is much appreciated by the school: "for 10 years we have encouraged girls to take maths and science seriously", says Mrs Barbara Vanderstock, the head teacher.

The neighbourhood engineers scheme, run by the Engineering Council, is just one of many activities supported by Business in the Community in its quest to get business to play a more active role on the education scene.

"Education is number one item on the agenda of many member companies," says Ian Pearce, BIC's education director. "We are keen to move business on from sponsorship to people power - committing expertise to schools and colleges, actually getting employees to help with curriculum

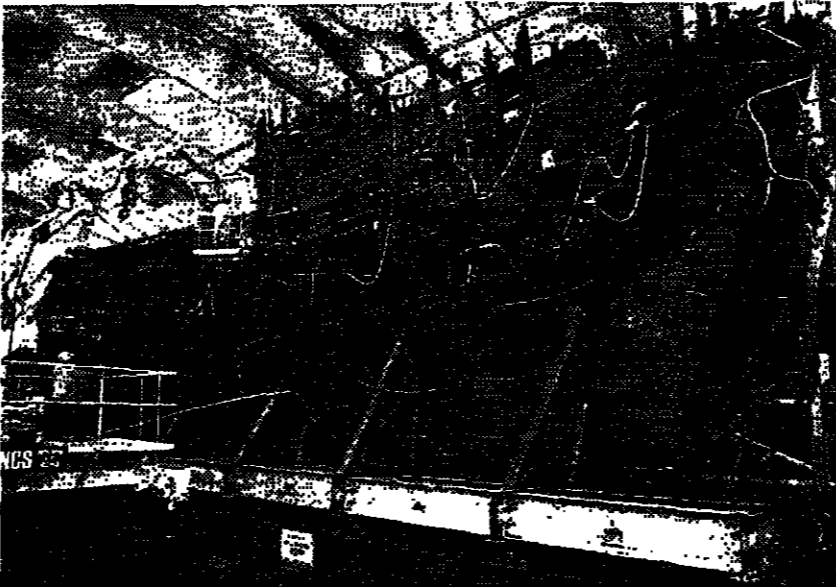
projects or to act as governors, management consultants and mentors. BIC has set up a "leadership team" under Michael Heron, Unilever's personnel director, to provide vision and national focus on what business can do with educators to increase opportunities for all young people.

Working through Britain's 150 Education Business Partnerships (EBPs) - comprising local representatives of business, local education authorities, schools and colleges - BIC sees its main task as raising the level of corporate activity in schools and colleges.

It could hardly start from a lower base. Only one in 10 companies currently engages in educational partnership worth the name - and often that is pure tokenism. BIC wants company top brass to consider what they could do - and ought to be doing - under headings like these:

● **Compacts.** Compacts are bargains between young people, employers and schools/colleges, by which employers agree to give training or employment priority to young people who meet targets for attendance, punctuality, exam results and so on. Compact centres - 62 of them in inner cities nationwide, attached to local BEFs and Training and Enterprise Councils - act as contacts and matchmakers.

Ken Young, deputy chairman of the Post Office, sees compacts as "one of our best investments of time and talent into community projects - showing benefits for



Salvaging the Mary Rose: the engineer's account enlivened the history class

employers and school leavers alike."

● **Teacher placements in industry.** Since 1977 a teacher placement service, now sponsored jointly by the CBI and the employment department, has organised short stints in companies for teachers and education administrators.

The scheme is well-organised and expanding, with 141 placement organisers setting up links between schools and businesses across the country. Nearly 30,000 teachers did placements last year, most of them lasting about a week. "I have come away from this week with so many ideas

as a result of my time with London Buses", says Pam Riley of Blackfen School for Girls in the TPS hub, "that I and another teacher on placement are producing a schools maths workshop pack based on London buses".

The teacher placement office in Oxford has details - and is on the lookout for sponsors. Placements are well supported by briefing, with special study and video packs for those embarking on them. "It is a very individual service", says Jan Hussey, TPR's information officer. "The main problem area is modern languages, where it is hard to find companies with a relevant department". The aim is to give 10 per cent of teachers direct business experience each year leading to long term development in teaching and the management of schools.

● **Secondments.** BEPs need full-time staff, and company secondees are the ideal recruits. At present some 40 companies secondees - from Barclays Bank to the Royal Mail - have staff on secondment far more are needed to work with education institutions and help develop quality activities with local industries.

Alan Hodges of Marks & Spencer spent two years as co-director of Mid-Glamorgan EBP learning much about local education and corporate responsibility before promotion to run the Swindon.

● **School governors.** Britain's 25,000 schools need from eight to 18 governors

apiece - and more than half of them, under recent legislation, must be either parents or co-optees with relevant experience. John Patten, the new education secretary, recently launched a "schools need governors" campaign, urging employers to give employees time off with no loss of pay to become governors.

"Employers cannot complain at the output of schools if they do not offer their employees the opportunity to become governors," he told an assembled crowd of business and education leaders.

● **Curriculum enhancement.** Companies provide resources, access to plant and volunteer employees to work with teachers on new courses and with pupils as mentors. Esso has helped with the School Curriculum Industry partnership to work with primary schools and publish guidance on "Industry and the Curriculum 5-14."

● **Quality work experience.** Every young person needs access to challenging work roles to help understand about industry, the world of work and career opportunities. Rover gives annual awards to the best school programmes.

It is often supposed that teachers and parents alone make schools tick. But business can make learning more realistic and relevant to youngsters. Britain's top five per cent of pupils lead the world, but the others are less competitive. If Britain is to recruit and train staff to operate new technologies of modern business, a lot more than one in 10 companies will have to play a part in education.

* *Details from the Engineering Council, 10 Malvern St, London WC2R 3ER.*

** *Business in the Community, 277a City Road, London EC1V 1LX.*

*** *Teacher Placement Service, Sun Alliance House, New Inn Hall St, Oxford*

Andrew Jack offers a check list of useful contacts

An embarrassment of help

REQUEST the considered opinion of five economists. It is said, and you will get at least five answers. Think of any one community issue in which business might want to become involved and, by the same token, you will get at least a dozen organisations soliciting for help.

If the 1980s saw the dawn of corporate responsibility, the 1990s may well see something of its shake-out. The number of organisations and initiatives in every conceivable field has swelled demand beyond belief. At the same time, the supply of potential sponsors has been growing. "In the past, company policy was largely determined by ad hoc charitable links," says Mr Adrian Hodges, director of communications for Business in the Community. "Now more and more companies are recognising the business case for involvement."

Companies are trying to improve the quality of their involvement in the community and manage it like any other part of their business, he

argues. Equally, the nature of corporate decision-making has changed. Companies have been switching over the last two decades to far greater employee participation in how corporate resources should be invested in the community, away from the so-called "chairman's wife syndrome".

All these pressures of increased selectivity, swelling demand and burgeoning supply have generated the need for assistance through the maze. The wide range of choices now presenting themselves to companies is bewildering and even intimidating. It may also be off-putting, as busy decision-makers seek a simple way to invest their energies without wading through enormous documents to decide on the most worthy cause.

"Companies often quote the difficulty in knowing where to go, and who the right organisations to work with are," says Hodges. "Duplication of effort is something which concerns them. We try to help identify

their business needs, and signpost them in the right direction."

He says the organisation prides itself on "the two telephone test". Companies interested in any issue should be able to make no more than two phone calls - the first to BIC - in order to gather information or reach the organisation they want to support.

While there may be dangers of turning to a single organisation for help, BIC does have one clear advantage: its "signposting" advice comes free of charge. "We're here to help encourage community involvement," says Hodges.

None the less, he points out that BIC does need subscriptions to survive, which it derives from subscribing companies, of which there are cur-

rently about 500. For these members, it will help develop community involvement programmes in much greater detail.

For those companies which want a second opinion even on which organisation should receive their first phone call, other options are available. They may have to do some research, but there are a number of private consultancy organisations and other non-profit groups which can help.

Two of the best sources for news about organisations, issues and general developments in corporate community involvement are the monthly publication *Sponsorship News* and the bi-monthly newsletter *Community Affairs Briefing*.

There are also a wide range of organisations, some of

which are listed below.

GENERAL ORGANISATIONS

■ **Business in the Community (BIC)** also has specialist sub-divisions including the Arts, Enterprise Team, Education Unit, Business in the Environment and International Business in the Community. 277a City Road, London EC1V 1LX. 071-253-3716

5 Cleveland Place, London SW1Y 6JJ. 071-321-6400

THE ARTS

■ **Association for Business Sponsorship of the Arts** Nutmeg House, 60 Gainsford Street, London SE1 2NY. 071-378-8143

CHARITIES

■ **Charities Aid Foundation** 48 Pembury Road, Tonbridge,

Kent TN9 2JD. 0733-771333

■ **Directory of Social Change** Radius Works, Back Lane, London NW3 1HL. 071-435-8171

COMMUNITY ECONOMIC DEVELOPMENT

■ **Community Development Foundation** 60 Highbury Grove, London N5 2AG. 071-225-5375

■ **National Council for Voluntary Organisations** 26 Bedford Square, London WC1B 3HU. 071-536-4066

DEVELOPING YOUNG MANAGERS

■ **Common Purpose** 12/18 Hoxton Street, London N1 6NG. 071-729-5979

EDUCATION

■ **Council for Industry & Higher Education**

100 Park Village East, London NW1 3JR. 071-387-2171

ENTERPRISE

■ **Prince's Youth Business Trust** 5 Cleveland Place, London SW1Y 6JJ. 071-321-6501

ENVIRONMENT

■ **British Trust for Conservation Volunteers** 80 York Way, London N1 9AG. 071-833-5951

■ **The Civic Trust** 17 Carlton House Terrace, London SW1Y 5AW. 071-490-0814

■ **Community Service Volunteers** 237 Pentonville Road, London N1 9NG. 071-276-8801

■ **The Tidy Britain Group** The Pier, Wigan. 0942-824620

■ **Groundwork Foundation** Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST. 021-236-6555

INNER CITIES

■ **Inner City Task Force Unit** Ashdown House, 123 Victoria Street, London SW1E 6RB. 071-215-6734

APEX TRUST

12/18 Hoxton Street, London N1 6NG. 071-729-5979

YOUNG PEOPLE

■ **Prince's Trust** 8 Bedford Row, London WC1R 4EA. 071-430-0624

■ **Volunteers** 9 Jockeys Fields, London WC1R 4BW. 071-430-0378

■ **LiveWire** 60 Grainger Street, Newcastle upon Tyne NE1 5JG. 091-261-5594

■ **Long-term unemployed** ■ **Community Industry Head Office**, Victoria House, Croft Street, Widnes, Cheshire WA9 0NQ. 051-495-2114

■ **Action for Cities** Room P2 101, 2 Marsham Street, London SW1P 3EB. 071-275-3053

SECONDMENT

■ **Action Resource Centre** 112 Park Village East, London NW1 3SP. 071-383-2200

SPORTS

■ **The Sports Council** 16 Upper Woburn Place, London WC1H 0QH. 071-386-1277

TRAINING AND ENTERPRISE COUNCILS

■ **The Industrial Society** 3 Carlton House Terrace, London SW1Y 5DG. 071-539-4300

■ **Ethnic minorities** ■ **Unemployment** County House, Great Dover Street, London SE1 6DG. 071-378-1774

■ **Disabled** ■ **Employers Forum on Disability** 6 Cleveland Place, London SW1Y 6JJ. 071-321-6501

■ **Ex-offenders** ■ **NACRO** 169 Clapham Road, London SW9 0PU. 071-582-5100

■ **Apex Trust** 12/18 Hoxton Street, London N1 6NG. 071-729-5979

■ **Young people** ■ **Prince's Trust** 8 Bedford Row, London WC1R 4EA. 071-430-0624

■ **Volunteers** 9 Jockeys Fields, London WC1R 4BW. 071-430-0378

■ **LiveWire** 60 Grainger Street, Newcastle upon Tyne NE1 5JG. 091-261-5594

■ **Long-term unemployed** ■ **Community Industry Head Office**, Victoria House, Croft Street, Widnes, Cheshire WA9 0NQ. 051-495-2114

■ **Source: adapted from Directions for the Nineties**, published by Business in the Community Publications: *Sponsorship News*, *Charterhouse Business Publications*, POB 66, Wokingham, Berks. RG11 4RQ. 0734-772770. (£22 per year)

■ **Community Affairs Briefing**, 14 Soho Square, London W1. Mike Tuffrey. 071-287-6876. (£190 pa).

International Vision. Local Focus.

Tate & Lyle PLC is a leading sugar, cereal

sweetener and starch Group.

At plants throughout the world, we recognise

partnership as the key to supporting

local communities.

Business in the Community is the catalyst

at home and abroad, helping companies

to provide local support for community

work.

TATE+LYLE

Sugar Quay

Lower Thames Street

London EC3R 6DQ England.

Tel 071 626 6823

THE EARTH SUMMIT

The Earth summit in Rio de Janeiro aims to bring together more than 160 World leaders to discuss the environmental agenda for the future. On

May 29 1992, the Financial Times will publish a survey entitled

The Earth Summit which will examine the prospects for the summit, its scope and likely outcomes. This survey will attract widespread interest amongst the Financial Times business readership world-wide for whom environmental issues continue to be of major importance. 42% of Chief Executives in Europe's top companies ranked the protection of the environment among the top three future developments likely to have greatest impact on their business in the near future. If you want to reach this influential audience, call

Alicia Andrews: on 071 873 3565 or fax 071 873 3062. Data source: Chief Executives in Europe 1990

FT SURVEYS

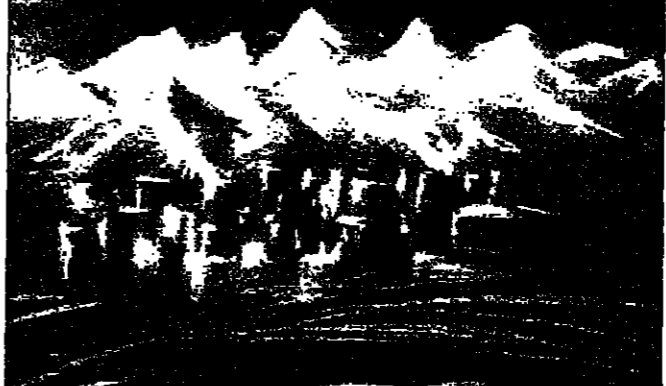
Bull, Cap Gemini Sogeti, Hewlett Packard, Sun Microsystems, Thomson...

THEY HAVE CHOSEN GRENOBLE ISERE

A major computer industry centre of Europe in an exceptional environment for information technologies.

INFORMATION TECHNOLOGIES 15 000 people employed, including 3 300 in microelectronics, 4 200 in professional electronics, 2 500 in computer systems and 4 000 in software computer engineering systems.

You too can come to Grenoble Isere to give life to your ideas and your plans.



EUROPEAN UNIVERSITY 40 000 students, 10 major Technical Colleges. RESEARCH 8 500 jobs, 1 500 overseas researchers in famous international laboratories. ADVANCED TECHNOLOGY 20 000 jobs in electronics, computer sciences, physics.

For further information, please fax your business card to George Room at the address below today.

GRENOBLE ISERE DEVELOPEMENT

1, place Firmin-Gautier - 38028 Grenoble Cedex 1 - FRANCE

Tel.: (33) 76 70 97 97 - Fax: (33) 76 48 07 03

POOL SELLING PRICE

LONDON SHARE SERVICE

AMERICANS

Notes	Price	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	596	595	594	593	59
-------	-------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	----

INVESTMENT TRUSTS - Cont.

Notes	Price	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	600	599	598	597	
-------	-------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	--

FT MANAGED FUNDS SERVICE

● Current Unit Trust prices are available on FT Cityline. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2120.

[illegible]

INSURANCES

[illegible]

OTHER UK UNIT TRUSTS

[illegible]

Continued on next page

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in financial matters. The text outlines various methods for organizing and storing data, including digital databases and physical filing systems. It also mentions the need for regular audits and reviews to ensure the integrity and accuracy of the records.

2. The second part of the document focuses on the role of communication in achieving organizational goals. It highlights the importance of clear and concise communication, both internally and externally. The text discusses various communication channels, such as meetings, reports, and newsletters, and provides tips for effective communication. It also mentions the need for active listening and feedback to ensure that all stakeholders are heard and their concerns are addressed.

3. The third part of the document discusses the importance of teamwork and collaboration. It emphasizes that no single person can achieve all the goals of an organization, and that it is essential for team members to work together and support each other. The text outlines various strategies for building a strong team, including setting clear roles and responsibilities, providing training and development opportunities, and fostering a positive team culture. It also mentions the need for regular communication and collaboration to ensure that the team is working towards the same goals.

4. The fourth part of the document discusses the importance of innovation and creativity. It emphasizes that organizations must be able to think outside the box and come up with new ideas to stay competitive in a rapidly changing market. The text outlines various strategies for fostering innovation, including encouraging employees to share their ideas, providing resources for research and development, and creating a culture that values creativity. It also mentions the need for regular evaluation and refinement of ideas to ensure that they are practical and feasible.

5. The fifth part of the document discusses the importance of risk management. It emphasizes that organizations must be able to identify and manage risks to avoid potential losses and ensure the long-term success of the organization. The text outlines various strategies for risk management, including identifying potential risks, assessing their impact, and developing contingency plans. It also mentions the need for regular monitoring and evaluation of risks to ensure that they are being managed effectively.

6. The sixth part of the document discusses the importance of customer service. It emphasizes that customers are the lifeblood of any organization, and that providing excellent customer service is essential for success. The text outlines various strategies for improving customer service, including training employees, providing personalized service, and using technology to streamline the customer experience. It also mentions the need for regular feedback and evaluation of customer service to ensure that it is meeting the needs of the customers.

7. The seventh part of the document discusses the importance of financial management. It emphasizes that organizations must be able to manage their finances effectively to ensure that they have enough resources to cover their expenses and invest in the future. The text outlines various strategies for financial management, including budgeting, monitoring expenses, and seeking out opportunities for cost savings. It also mentions the need for regular financial reporting and analysis to ensure that the organization is on track to meet its financial goals.

8. The eighth part of the document discusses the importance of legal and regulatory compliance. It emphasizes that organizations must be able to comply with all applicable laws and regulations to avoid legal penalties and ensure the integrity of the organization. The text outlines various strategies for ensuring compliance, including staying up-to-date on legal and regulatory changes, conducting regular audits, and seeking legal advice when needed. It also mentions the need for regular communication and collaboration with legal and regulatory authorities to ensure that the organization is in compliance.

9. The ninth part of the document discusses the importance of human resources management. It emphasizes that organizations must be able to attract, develop, and retain top talent to ensure that they have the right people in the right positions. The text outlines various strategies for human resources management, including recruiting, training, and developing employees, as well as providing competitive compensation and benefits. It also mentions the need for regular communication and collaboration with human resources professionals to ensure that the organization is meeting its needs.

10. The tenth part of the document discusses the importance of environmental and social responsibility. It emphasizes that organizations must be able to manage their environmental and social impact to ensure that they are sustainable and ethical. The text outlines various strategies for environmental and social responsibility, including reducing carbon footprint, supporting local communities, and promoting diversity and inclusion. It also mentions the need for regular reporting and evaluation of environmental and social performance to ensure that the organization is meeting its goals.

[illegible]

[illegible]

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar fails to sustain gains

THE DOLLAR was unable to sustain the gains that it made last Friday on the foreign exchange markets, in spite of underlying uncertainty about the German economy and thin trading in Japanese yen, writes James Blizz.

In London, the US unit drifted to the bottom of a half-pennny range in late trade, after spending a day in a market devoid of energy or direction. The dollar ended at DM1.6405, after a previous close of DM1.6478. By midday in New York, it was dropping back towards DM1.6350. It ended there at DM1.6380. The US currency declined narrowly against the yen in London to finish at ¥133.15, from ¥133.35. It eased further in New York to a closing ¥133.

Much of the market's uncertainty is still due to the 6-point differential between US interest rates and German short-term rates. But the Federal Reserve will cut its Fed Funds rate could be played when real economy numbers for inflation, retail sales and money supply appear later this week. Mr Paul Chertkow, chief currency strategist at Citibank in London, commented: "If the numbers for retail sales are good, that could

be a catalyst to buy dollars." In spite of its dollar gain, the D-Mark did less well against its fellow European currencies, amid persistent worries about Germany's troublesome wage negotiations. A particular concern is that the powerful IG Metall union, which represents 4m metal and engineering workers, said at the weekend that it is looking for a 1992 pay rise of at least 6 per cent.

The markets also appear to have been unsettled by comments at the weekend from Mr Helmut Kohl, the Bundestag president, who said that the 5.4 per cent wage increase agreed by the main unions and the government last week would lead to price rises and complicate the conduct of monetary policy.

One winner against the D-Mark was the French franc, which closed at an 18-month high of FF13.3626, compared

with last Friday's FF13.3630.

According to Mr Mark Austin, chief economist at Hong Kong and Shanghai Banking in London, the market remains impressed at how the French authorities engineered last week's reduction in bank base rates by increasing bank liquidity. "There is a realisation that the French have done a clever thing to get base rates down without lowering the intervention rate," he said, "so that there is no cost to franc investors."

Two currencies lost ground to the D-Mark, however. One was sterling, which closed 1/4 penny down at DM2.5425. The other was the Swiss franc, which traded above 93 cents to the D-Mark for the first time since 1990. Traders believe that the Swiss currency is weighed down by a wide interest rate differential in favour of the D-Mark.

FINANCIAL FUTURES AND OPTIONS

LIFE LONG GILT FUTURES OPTIONS

Strike	Call	Put	Settlement
97	3.42	4.03	0.01
98	2.43	3.04	0.01
99	1.44	2.05	0.01
100	0.45	1.06	0.01
101	0.46	1.07	0.01
102	0.47	1.08	0.01
103	0.48	1.09	0.01
104	0.49	1.10	0.01
105	0.50	1.11	0.01
106	0.51	1.12	0.01
107	0.52	1.13	0.01
108	0.53	1.14	0.01
109	0.54	1.15	0.01
110	0.55	1.16	0.01
111	0.56	1.17	0.01
112	0.57	1.18	0.01
113	0.58	1.19	0.01
114	0.59	1.20	0.01
115	0.60	1.21	0.01
116	0.61	1.22	0.01
117	0.62	1.23	0.01
118	0.63	1.24	0.01
119	0.64	1.25	0.01
120	0.65	1.26	0.01
121	0.66	1.27	0.01
122	0.67	1.28	0.01
123	0.68	1.29	0.01
124	0.69	1.30	0.01
125	0.70	1.31	0.01
126	0.71	1.32	0.01
127	0.72	1.33	0.01
128	0.73	1.34	0.01
129	0.74	1.35	0.01
130	0.75	1.36	0.01
131	0.76	1.37	0.01
132	0.77	1.38	0.01
133	0.78	1.39	0.01
134	0.79	1.40	0.01
135	0.80	1.41	0.01
136	0.81	1.42	0.01
137	0.82	1.43	0.01
138	0.83	1.44	0.01
139	0.84	1.45	0.01
140	0.85	1.46	0.01
141	0.86	1.47	0.01
142	0.87	1.48	0.01
143	0.88	1.49	0.01
144	0.89	1.50	0.01
145	0.90	1.51	0.01
146	0.91	1.52	0.01
147	0.92	1.53	0.01
148	0.93	1.54	0.01
149	0.94	1.55	0.01
150	0.95	1.56	0.01
151	0.96	1.57	0.01
152	0.97	1.58	0.01
153	0.98	1.59	0.01
154	0.99	1.60	0.01
155	1.00	1.61	0.01
156	1.01	1.62	0.01
157	1.02	1.63	0.01
158	1.03	1.64	0.01
159	1.04	1.65	0.01
160	1.05	1.66	0.01
161	1.06	1.67	0.01
162	1.07	1.68	0.01
163	1.08	1.69	0.01
164	1.09	1.70	0.01
165	1.10	1.71	0.01
166	1.11	1.72	0.01
167	1.12	1.73	0.01
168	1.13	1.74	0.01
169	1.14	1.75	0.01
170	1.15	1.76	0.01
171	1.16	1.77	0.01
172	1.17	1.78	0.01
173	1.18	1.79	0.01
174	1.19	1.80	0.01
175	1.20	1.81	0.01
176	1.21	1.82	0.01
177	1.22	1.83	0.01
178	1.23	1.84	0.01
179	1.24	1.85	0.01
180	1.25	1.86	0.01
181	1.26	1.87	0.01
182	1.27	1.88	0.01
183	1.28	1.89	0.01
184	1.29	1.90	0.01
185	1.30	1.91	0.01
186	1.31	1.92	0.01
187	1.32	1.93	0.01
188	1.33	1.94	0.01
189	1.34	1.95	0.01
190	1.35	1.96	0.01
191	1.36	1.97	0.01
192	1.37	1.98	0.01
193	1.38	1.99	0.01
194	1.39	2.00	0.01
195	1.40	2.01	0.01
196	1.41	2.02	0.01
197	1.42	2.03	0.01
198	1.43	2.04	0.01
199	1.44	2.05	0.01
200	1.45	2.06	0.01
201	1.46	2.07	0.01
202	1.47	2.08	0.01
203	1.48	2.09	0.01
204	1.49	2.10	0.01
205	1.50	2.11	0.01
206	1.51	2.12	0.01
207	1.52	2.13	0.01
208	1.53	2.14	0.01
209	1.54	2.15	0.01
210	1.55	2.16	0.01
211	1.56	2.17	0.01
212	1.57	2.18	0.01
213	1.58	2.19	0.01
214	1.59	2.20	0.01
215	1.60	2.21	0.01
216	1.61	2.22	0.01
217	1.62	2.23	0.01
218	1.63	2.24	0.01
219	1.64	2.25	0.01
220	1.65	2.26	0.01
221	1.66	2.27	0.01
222	1.67	2.28	0.01
223	1.68	2.29	0.01
224	1.69	2.30	0.01
225	1.70	2.31	0.01
226	1.71	2.32	0.01
227	1.72	2.33	0.01
228	1.73	2.34	0.01
229	1.74	2.35	0.01
230	1.75	2.36	0.01
231	1.76	2.37	0.01
232	1.77	2.38	0.01
233	1.78	2.39	0.01
234	1.79	2.40	0.01
235	1.80	2.41	0.01
236	1.81	2.42	0.01
237	1.82	2.43	0.01
238	1.83	2.44	0.01
239	1.84	2.45	0.01
240	1.85	2.46	0.01
241	1.86	2.47	0.01
242	1.87	2.48	0.01
243	1.88	2.49	0.01
244	1.89	2.50	0.01
245	1.90	2.51	0.01
246	1.91	2.52	0.01
247	1.92	2.53	0.01
248	1.93	2.54	0.01
249	1.94	2.55	0.01
250	1.95	2.56	0.01
251	1.96	2.57	0.01
252	1.97	2.58	0.01
253	1.98	2.59	0.01
254	1.99	2.60	0.01
255	2.00	2.61	0.01
256	2.01	2.62	0.01
257	2.02	2.63	0.01
258	2.03	2.64	0.01
259	2.04	2.65	0.01
260	2.05	2.66	0.01
261	2.06	2.67	0.01
262	2.07	2.68	0.01
263	2.08	2.69	0.01
264	2.09	2.70	0.01
265	2.10	2.71	0.01
266	2.11	2.72	0.01
267	2.12	2.73	0.01
268	2.13	2.74	0.01
269	2.14	2.75	0.01
270	2.15	2.76	0.01
271	2.16	2.77	0.01
272	2.17	2.78	0.01
273	2.18	2.79	0.01
274	2.19	2.80	0.01
275	2.20	2.81	0.01
276	2.21	2.82	0.01
277	2.22	2.83	0.01
278	2.23	2.84	0.01
279	2.24	2.85	0.01
280	2.25	2.86	0.01
281	2.26	2.87	0.01
282	2.27	2.88	0.01
283	2.28	2.89	0.01
284	2.29	2.90	0.01
285	2.30	2.91	0.01
286	2.31	2.92	0.01
287	2.32	2.93	0.01
288	2.33	2.94	0.01
289	2.34	2.95	0.01
290	2.35	2.96	0.01
291	2.36	2.97	0.01
292	2.37	2.98	0.01
293	2.38	2.99	0.01
294	2.39	3.00	0.01
295	2.40	3.01	0.01
296	2.41	3.02	0.01
297	2.42	3.03	0.01
298	2.43	3.04	0.01
299	2.44	3.05	0.01
300	2.45	3.06	0.01
301	2.46	3.07	0.01
302	2.47	3.08	0.01
303	2.48	3.09	0.01
304	2.49	3.10	0.01
305	2.50	3.11	0.01
306	2.51	3.12	0.01
307	2.52	3.13	0.01
308	2.53	3.14	0.01
309	2.54	3.15	0.01
310	2.55	3.16	0.01
311	2.56	3.17	0.01
312	2.57	3.18	0.01
313	2.58	3.19	0.01
314	2.59	3.20	0.01
315	2.60	3.21	0.01
316	2.61	3.22	0.01
317	2.62	3.23	0.01
318	2.63	3.24	0.01
319	2.64	3.25	0.01
320	2.65	3.26	0.01
321	2.66	3.27	0.01
322	2.67	3.28	0.01
323	2.68	3.29	0.01
324	2.69	3.30	0.01
325	2.70	3.31	0.01
326	2.71	3.32	0.01
327	2.72	3.33	0.01
328	2.73	3.34	0.01
329	2.74	3.35	0.01
330	2.75	3.36	0.01
331	2.76	3.37	0.01
332	2.77	3.38	0.01
333	2.78	3.39	0.01
334	2.79	3.40	0.01
335	2.80	3.41	0.01
336	2.81	3.42	0.01
337	2.82	3.43	0.01
338	2.83	3.44	0.01
339	2.84	3.45	0.01
340	2.85	3.46	0.01
341	2.86	3.47	0.01
342	2.87	3.48	0.01
343	2.88	3.49	0.01
344	2.89	3.50	0.01
345	2.90	3.51	0.01
346	2.91	3.52	0.01
347	2.92	3.53	0.01
348	2.93	3.54	0.01
349	2.94	3.55	0.01
350	2.95	3.56	0.01
351	2.96	3.57	0.01
352	2.97	3.58	0.01
353	2.98	3.59	0.01
354	2.99	3.60	0.01
355	3.00	3.61	0.01
356	3.01	3.62	0.01
357	3.02	3.63	0.01
358	3.03	3.64	0.01
359	3.04	3.65	0.01
360	3.05	3.66	0.01
361	3.06	3.67	0.01
362	3.07	3.68	0.01
363	3.08	3.69	0.01
364	3.09	3.70	0.01
365	3.10	3.71	0.01
366	3.11	3.72	0.01
367	3.12	3.73	0.01
368	3.13	3.74	0.01
369			

CANADA

[illegible]

Don Ching Sales 1

NEW YORK DOW JONES														
	May 11	May 7	May 8	May 9	1992		Since completion		May 11	May 7	May 8	May 9	1992	
					HIGH	LOW	HIGH	LOW					HIGH	LOW
40 Industrials	397.58	359.41	336.37	359.41	397.58	317.41	397.58	41.22	ADMETRALLA					
					021	021	021	021	AD Indentals (C12)80	1462.1	1463.4	1463.7	1468.9	1475.0 (C12)
Home Bonds	99.71	99.41	99.38	99.26	99.68	98.41	99.61	99.61	AD Index (C12)80	498.2	498.3	497.7	497.7	497.7 (C12)
Transport	1462.28	1379.46	1374.91	1407.76	1462.28	1361.57	1462.28	12.35	AUSTRIA					
					021	021	021	021	Dynk Autos (C12)84	497.6	497.6	497.7	497.7	497.7 (C12)
Utilities	213.88	214.01	213.45	214.35	213.88	200.74	213.88	07.50	Therm (C12)80	1571.9	1571.9	1571.9	1566.3	1566.3 (C12)
					021	021	021	021	INDIGRAM					
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C12)
					021	021	021	021	Belum (C12)80	1225.45	1211.91	1211.36	1196.27	1221.72 (C

INDICES

[illegible]

CBS TUESDAY
CBS AM STATION

NEW YORK ACTIVE STOCKS				TRADING ACTIVITY			
Index	Shares traded	Change on day	Change %	1 Volume	May 11	Millions	May 10
Dow Jones	2,809,204	+104	+ .14	New York SE	155,730	168,670	148,510
S&P 500	2,298,400	15	0	Amer	12,635	14,367	15,596
NASDAQ	2,019,400	+3	+ .14	NASDAQ	24	154,707	270,261
NYSE	1,650,800	19	0	NYSE			
RJN S&P 500	1,525,300	104	+ .14	Issue Traded	2,269	2,252	2,230
Wall Street	1,493,300	10	0		1,984	999	824
Chicago	1,393,200	7	0		740	640	624
Philadelphia	1,242,700	19	0	Unchanged	94	94	96
London	1,265,000	79	+ .14	New York	94	77	76
Philly Market	1,253,300	79	+ .1				

TAIWAN
Moksh

[illegible]

- Most Active

TOKYO - Most Active Stocks						
Monday 11 May 1992						
	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices
Osaka Gas Ind.	10.0m	1,265	+15	Toshiba Corp.	4.2m	385
Mitsubishi Mkt.	8.5m	1,177	+7	San Ei Denso Ind.	1.5m	285
TEAC	8.2m	1,410	+50	Mitsubishi Sec.	3.8m	1,440
M&M Mkt Prod.	5.8m	944	+54	Noritsu Ind.	3.6m	582
San Mi & Chem.	5.5m	708	+100	Nippon Zenn	3.7m	894

THE

EARTH SUMMIT

Data source: Chief Executives in Europe 1990

FT SURVEYS

NASDAQ NATIONAL MARKET

4:00 pm prices May 11

**SOUTH
AFRICA
1992**

The FT proposes to publish this survey on
May 29 1992.
 This survey will be read in 160 countries worldwide, including South Africa where it will be widely distributed. In Europe 92% of the professional investment community regularly read the FT. If you want to reach this important audience, call

his important audience, call
Louise Hunter
071 873 3238
or Fax 071 873 3079.

Data source: Professional Investment Community 1991 (MPG Int'l)

FT SURVEYS

[illegible]

ANGOLA 2

POLITICS: Michael Holman examines the background

Peace process enters its final stage

ADJACENT election posters in the heart of Luanda extol the virtues of war-time rivals Jose Eduardo dos Santos and Jonas Savimbi. Nearby, a newspaper vendor is doing brisk business: headlines announce the arrival of a South African military team to help clear minefields in southern Angola laid by their compatriots.

The scene provided a striking image of the dramatic political changes now under way in Angola.

The regional peace process which began in 1988, when South Africa prepared to concede independence to Namibia in return for withdrawal of 50,000 Cuban troops from Angola, is entering its final, delicate stage.

Deprived of external military support, enervated by 16 years of conflict, and prodded by Washington and Moscow, President dos Santos and Mr Savimbi signed a ceasefire last May. If all goes to plan, Angola will hold its first multi-party elections at the end of September, monitored by the United Nations.

Although more than 30 parties are planning to contest the poll, most observers agree that the only substantial contenders for power are the two protagonists in the war: the ruling

Movimento Popular de Libertacao de Angola (MPLA) and Mr Savimbi's Uniao Nacional para a Independencia Total de Angola (Unita).

Hopes that a third political force might emerge, capable of preventing the MPLA or Unita from securing outright victory, were probably dashed late last month. Mr Joaquim Pinto de Andrade, former honorary president of the Democratic Renewal Party (PRD), and widely respected for his stand on human rights, resigned after alleged vote rigging for a new executive at the party's national convention.

The PRD had emerged as probably the best organised and most credible of the parties formed since Angola introduced a multi-party system as part of the peace package. Unless the party recovers its unity, the prospect of a substantial challenge to the big two shifts from the slim to the negligible.

The only election assessment advanced with any confidence

is that Unita will retain the loyalty of what has been its strongest ethnic constituency, the Ovimbundu, about 35-40 per cent of Angola's population, while the MPLA will get strong backing from the Mbundu, who make up about a quarter.

Voters not influenced by ethnic considerations face an invidious choice.

The bitter shanty town graffiti "MPLA robs, Unita kills" pungently summarises popular concern over two issues: growing official corruption, amid allegations involving improper contracts and sales in the oil and diamond sectors; and revelations about the murder of two senior Unita officials at the instigation of some of their colleagues.

Mr Tito Chingunji, Unita's former secretary for foreign affairs, and another leading member, Mr Wilson dos Santos, were murdered towards the end of last year in Jamba, the party's base in southern Angola. The reasons remain



Dos Santos: presiding over transition from war to peace



Jonas Savimbi: seems more thoughtful about the future

unclear. But the disclosures, accompanied by other accounts of human rights abuses, have done lasting damage to the reputation of Mr Savimbi. They have also deeply embarrassed the US which provided military and other support to Unita during the war, as well as financial backing subsequently.

So overwhelming is Mr Savimbi's domination of the party that many observers find it hard to believe that he was not in some way responsible for the killings.

The MPLA does not have clean hands. Hundreds, perhaps thousands, of alleged supporters of an abortive coup

attempt in 1977 were rounded up at the time. Many were arbitrarily and secretly executed; to this day relatives are still trying to determine their exact fate.

Little divides the two parties on economic policy. Both parties subscribe to the structural adjustment principles set out by the International Monetary Fund (IMF) and World Bank - although Unita can point to a long-standing commitment to capitalism in contrast to the MPLA's relatively recent conversion from Marxism.

Any voter hoping to select a party on the basis of its foreign policy will still have a difficult choice to make.

Trade and pragmatism are forging links, once inconceivable, between the erstwhile Marxist MPLA government in Luanda and a white-led government in Pretoria. The MPLA has made it clear that it will not repay an xbm arms debt to the former Soviet Union, its war-time ally.

For many Angolans, the

greatest worry, however, is not who to vote for, but whether the exercise can reach a successful conclusion.

Ms Margaret Anstee, the UN Secretary-General's representative in Angola and head of the team monitoring the process, makes clear that what she describes as "the world's cheapest peace-keeping operation" could do with more help.

One western diplomat put it bluntly: "It has the makings of a nightmare." Unita was preventing government access to some of the areas under guerrilla control; the government seemed to be dragging its heels, failing to appoint key election organisers; rudimentary communications; an acute shortage of transport; and a late start to the registration of voters.

But one of the greatest concerns involves the future of some 150,000 members of the MPLA and Unita armies, facing either demobilisation or a career in an integrated force. The settlement agreement

called for demobilisation by August 1, and a 50,000-strong national army in the barracks by election day.

By the end of April, only 6,000 had been demobilised. Military officials say that thousands of men have failed to report to the 45 designated assembly points where their weapons should be collected. They reckon it unlikely that more 20,000 men could be trained and registered in the new army by September.

If political tensions rise, the potential for violence seems formidable. To add to these headaches, there are disquieting developments in Cabinda. The faction-ridden Frente de Libertacao do Enclave de Cabinda (Flec) has recently stepped up a campaign for independence, or possibly autonomy, with attacks on traffic between Cabinda town and Mulungo, base for the off-shore operations of Angola's leading oil producer, Cabinda Gulf Oil Company.

Ms Anstee acknowledges that there may be trying times ahead. In a jocular reference to UN Security Council Resolution 747, the mandate for the Angola operation, she makes a serious point: "I have been asked to fly a 747 and I've got only enough fuel for a Boeing."

PROFILE: Jonas Savimbi

A difficult transition

MR Jonas Savimbi cuts an inconspicuous figure in the Portuguese colonial house he temporarily inhabits in Luanda. The guerrilla leader turned politician today seems less confident of his role and more thoughtful about the future.

The Angolan capital has been his base since September when Unita, the movement which has fought a guerrilla campaign against the MPLA government since independence in 1975, transferred personnel from its headquarters in Jamba in southern Angola.

Mr Savimbi, 58, who studied in Lisbon and Lausanne, has led Unita since he launched it in 1966. After completing his degree in 1965, he left Switzerland for China where he trained in guerrilla warfare.

Politically he says he now stands "more in the centre than on the right or on the left." On economic policy, he

believes in the free market economy because, he says, "private ownership creates incentive."

After 16 years of war, the transition is painful - from rural guerrilla base to urban life, from waging war to preparing for power, from army leader to politician.

The transition to democracy and the end of the cold war have both proved mixed blessings for Mr Savimbi.

"We have been getting support from South Africa, from the US. The major motivation to support us was to fight communism. Today that is not there. Now the Americans would deal with an MPLA government which won the election just as it would deal with a Unita government."

The process is already under way. South Africa is establishing relations with the MPLA government in Luanda while

the US has expressed concern over allegations of human rights abuses within the rebel movement. Unita has recently admitted to the murder late last year of two of its senior members by fellow Unita compatriots.

Mr Savimbi says "the incidents have to be deeply deplored."

He adds: "It was not a decision of the leadership. It was differences in our own ranks. Which is why on our side we accept responsibility. I accept responsibility. Because it is my organisation."

The unity of the organisation, once cemented by the common enemy of communism, is showing signs of strain. Mr Savimbi admits that he is finding it difficult to convince his fellow commanders of the efficacy of peace and the merits of a democratic party.

Fellow Unita members are

also baulking at changes within the organisation. "In a party you have to accept different thinking - a different line does not mean that people have to go away from the party but that these people are on the left, these people are on the right. But it is one party. In a guerrilla movement you can't do that. You always have to think about the objective. And everybody will try to conceal or to concede his differences so that the objective has to be attained. That is the real difficulty," explains Mr Savimbi.

Mr Savimbi was adamant that Unita would "never go back to guerrilla war".

"If we lose the elections, which up to now I don't think will happen, like Mr Kinnock, we will have to go to party and ask people to make a judgment of me."

Caroline Southey

PROFILE: President Jose Eduardo dos Santos

Remarkable somersault

IN a speech remarkable for its frankness, and poignant in its acknowledgement of good intentions that went disastrously wrong, President Jose Eduardo dos Santos signalled a turning point in Angola's history.

Delivering what may prove to be the epitaph of Angola's ruling party or the manifesto for its revival, he told delegates attending the third congress of the ruling Movimento Popular de Libertacao de Angola (MPLA) party that they could not resist the tide of history.

It was December 1990. Sixteen months later, Mr dos Santos is still engaged in his formidable task, presiding over the transition from war to a fragile peace, from authoritarian one-party state to a multi-party democracy, and from Marxism to a market economy.

The Angolan electorate is scheduled to go to the polls at

the end of September to pass judgment on a remarkable ideological somersault by the MPLA leader. "Some see him as a pragmatist," observes a former Angolan politician, now retired from the fray, "others see him as an opportunist, determined to stay in power at all costs."

Wherever the truth lies, the 49-year-old son of a bricklayer will need to draw on all his political skills when helping guide his party and Angola through the months ahead.

Mr dos Santos, one of the two key players in Angola's peace process, was only 37 when he succeeded Dr Agostinho Neto, the country's first president, who died after emergency surgery in a Moscow hospital in 1979.

His credentials were impeccable. Born in Luanda and a member of the Mbundu tribe, the ethnic base of the MPLA

which makes up almost a quarter of Angola's population, he joined the party at the age of 19 in 1961, the year which marked the start of armed resistance to Portuguese rule.

As the colonial government cracked down on dissent, Neto fled north to Zaire where he became vice-president of the MPLA youth movement in Kinshasa. After two years he took up a scholarship to study petroleum engineering at the Oil and Gas Institute of Baku, in Azerbaijan, then part of the Soviet Union.

After graduating in 1968, he took a military telecommunications course and the following year joined MPLA guerrillas in the Angolan enclave of Cabinda. Elected to the party's Central Committee and Political Bureau in 1974, he became independent Angola's first foreign minister in 1975.

In August 1987, President dos

Santos announced that Angola would seek membership of the International Monetary Fund (IMF) and a further reform package paved the way to admittance in September 1988.

As the 1988 US-brokered peace process took effect, with South Africa ceding independence to Namibia in return for the withdrawal of 50,000 Cuban troops based in neighbouring Angola, so the pace of economic and political change quickened.

"A real democratic revolution dominates today's world", President dos Santos told the MPLA congress in December 1990 - the last to be held under Angola's one-party system. "With good sense, realism and caution," the president continued, "Angola will be able to attain peace". Sixteen months later, his message holds good.

Michael Holman

Tritex. Helping to regenerate Angola's vital textile industry.



Picture shows the late President Agostinho Neto and His Excellency Bento Ribeiro-Kabulu (then Minister of Industry and now Angola's Ambassador in Namibia) at the inauguration of Africa Têxtil Uem in 1978. Tritex is a partner in Africa Têxtil Uem, a textile mill in Benguela, Angola.

The dynamic organisation and worldwide sources of the Tritex Trading Company have been instrumental in helping to regenerate Angola's important textile industry.

Dependable, predictable supplies, speed of delivery, and competitive prices are the product of the Company's depth of experience in locating, buying and transporting materials all over the World. To complement this, Tritex provides its own, resident technicians to help with the smooth and efficient running of the textile mills.

As leading specialists in textile supply and technical assistance to textile mills, Tritex have the World market constantly on tap. An advantage every customer benefits from in knowing that prices will be the best available, and that there is always someone from Tritex on the factory floor who can help.



TRITEX

TRITEX TRADING COMPANY LIMITED
Granville House, 132-135 Sloane Street, London SW1X 9AX.
United Kingdom. Telephone: 071-730 9127. Facsimile: 071-823 5628
Telex: 22883 Tritex G. Cables: Tritex, London SW1

ANGOLA 3

THE ECONOMY

Painful path of reform

BURDENED by an \$8bn-\$9bn external debt which even a thriving oil sector cannot service, grappling with the legacy of war, and acutely short of management skills, Angola has embarked on the painful path of reform under the tutelage of the International Monetary Fund (IMF) and the World Bank.

A budget deficit of more than 25 per cent in 1990 has to be cut, the kwanzas remains overvalued despite last month's devaluation, and the balance of payments deficit has risen steeply from \$6m in 1985 to \$1.25bn in 1990 and did not improve last year, according to central bank estimates.

"The government is working closely with the IMF in its efforts to address these issues," says a senior official in the finance ministry. While stressing the administration's determination to cut spending and pursue a privatisation programme, the official is frank about the difficulties stemming from years of mismanagement as well as the civil war.

The recovery effort follows a gruelling era. The collapse of

Angola's flourishing, diversified pre-independence economy was dramatic, even by the standards of a continent accustomed to disaster.

A GDP growth rate averaging nearly 7 per cent in real terms had been built on exports of oil, coffee, diamonds and iron ore, and a manufacturing and industrial sector rivalled in Africa only by South Africa.

The tumult of 1974-75, marked by the exodus of 350,000 Portuguese settlers and a growing civil war, marked the start of a catastrophic decline.

Coffee exports have fallen from more than 200,000 tonnes to a few thousand, ore output has ceased, diamond production remains below the pre-independence peak of 2.1m carats, a surplus of basic food has become a deficit and the industrial sector operates at perhaps a quarter of production capacity.

Only the oil sector has thrived - up from 170,000 barrels a day (b/d) before independence to more than 500,000 b/d, accounting for over 90 per cent

of export earnings, at least half of which have been spent on the war.

Whichever political party wins next September's elections, the priority of the incoming government will be to seek an agreement with the IMF, followed by an early meeting with the Paris Club of official creditors.

The imprimatur of the Fund is a pre-condition to the urgently-needed rescheduling of Angola's external debt - \$7.7bn at the beginning of 1991, at least \$8bn today.

With debt service payments due this year of at least \$1.6bn, and forecast export earnings of about half that, rescheduling is essential to economic recovery.

Over the past five years the MPLA government has been dismantling the edifice of state controls, cautiously at first, more vigorously since becoming a member of the Fund in September 1989.

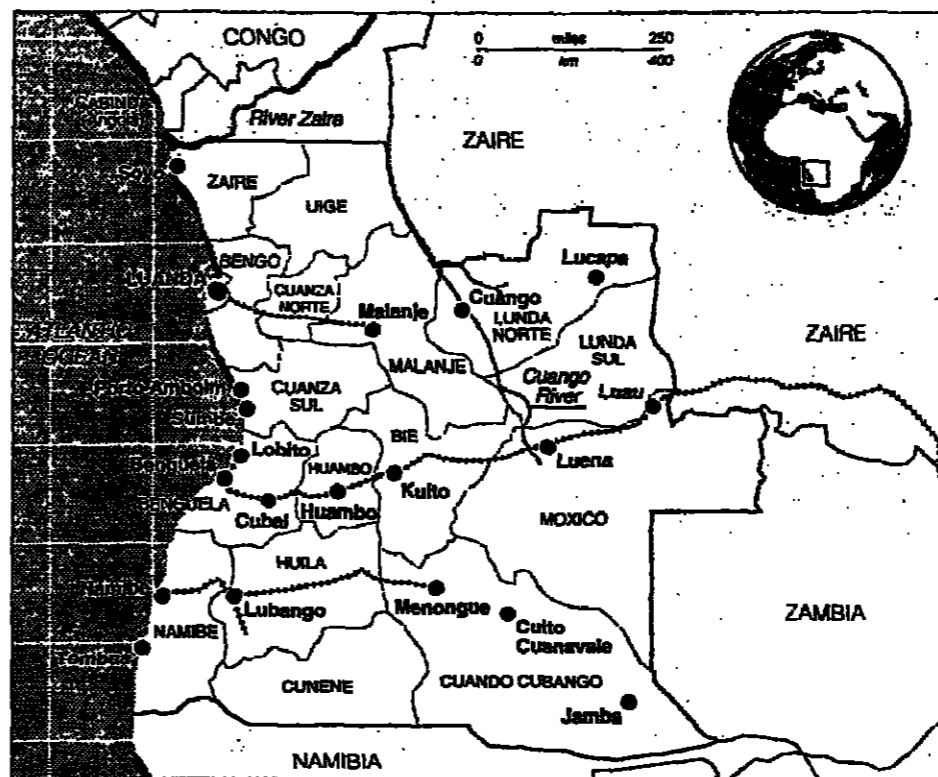
Three successive reform plans - in 1987, 1988, and 1990 - tackled the Angolan economic malaise, which the first of the plans so candidly described as: "The excessive

centralisation of socialist planning methods and consequent bureaucratisation of economic direction... disorganisation and mismanagement of companies, lack of discipline and rampant corruption".

The 1990 programme marked the shift from promise to practice: spending was cut and revenue boosted in an effort to reduce budget deficits exceeding 25 per cent. Prices were increased and most price controls lifted, and the kwanza was devalued, taking effect in March 1991. A currency changeover designed to mop up excess liquidity was also introduced. Old and new notes were exchanged at par, but only 5 per cent exchanged for new kwanzas, the balance in government bonds.

Last year, new legislation on the financial sector was introduced providing for a new commercial bank and a credit institution for agriculture and fisheries.

Professor Fatima Roque, "independently-designated" finance minister, says the government has committed the party to what amounts to radical structural



adjustment programme towards the same destination: a market-driven economy with a competitive exchange rate and the once-dominant state-controlled sector reduced to certain core services.

But it is the MPLA who must put principles into practice, imposing the rigours of adjustment on an electorate they are trying to woo. And until adjustment policies have been applied with sufficient rigour

to satisfy the Fund, there will be no repeat of the Paris Club's decision in 1989 to make an exception to the rules, when arrears and maturities falling due in the period through September 1990 were rescheduled.

But Angola faces such a formidable set of problems, say officials: it deserves a sympathetic and flexible response from the Fund and creditors.

As Professor Roque comments in an analysis of Angola's predicament: "There is no body of experience available - with regard to the application of the theory of change, scope, speed or the sequences of reforms - to guide Angola in its transition from a centrally-planned to a market economy."

Government officials say they will not be distracted from the reform task by the coming election. But while the commitment may remain, implementation of the transition programme makes their task even more difficult. The election exercise itself will be an expensive exercise, and there is also the cost of funding the demobilisation of the bulk of the two rival armies.

Soldiers returning to civilian life receive lump sum payments and government is also pledged to retraining and resettlement assistance.

"The peace dividend will come," said one official, "but not as quickly as we had hoped."

Implementing the reform blueprint may have to wait until after the polls.

Michael Holman

FOREIGN INVESTMENT

Formidable obstacles

ARGUABLY no country in Africa has been blessed with greater resources than Angola: oil and diamonds, plentiful fertile farmland with rivers that flow all year, huge marine resources, natural harbours, and an area five times the size of Britain but with only 10m people.

The ruling MPLA party and Unita, their main rivals in the September elections, agree that foreign investment is essential if this cornucopia is to be developed.

But the world-be investor faces some formidable obstacles, ranging from complex legislation to corruption, a slow-moving bureaucracy and all the problems associated with a country desperately short of skilled personnel and an infrastructure ruined by war.

While acknowledging that much may have to be done, government officials point out that the 1988 investment law guaranteed remittance of net profits, contained provision for tax holidays, exemption from or reduction of customs duties on imports of capital goods and spare

parts, and a guarantee of fair compensation in the event of expropriation - reinforced by Angola's decision to sign the Multilateral Investment Guarantee Agreement (MIGA).

Funding from development agencies, led by the World Bank, should be available to reinforce the private sector role in priority investment areas, say officials. These include agriculture, food processing, mining, fishing and fish processing and construction. Advice is available from the Foreign Investment Office* whose role is to answer queries from abroad, evaluate proposals and act as co-ordinators.

Would-be investors planning to make commitments before the September poll may need to tread carefully, however.

Unita failed to secure the government's agreement to a proposal to establish a joint body to oversee foreign investment policy and decisions during the pre-election period. The result, claim party officials, is a number of questionable deals by government officials taking advantage of

what may be their last opportunity to secure kickbacks or commissions.

The trenchant tone of Unita's criticism of the foreign partners involved has concerned some businessmen and diplomats. They acknowledge that Unita has grounds for concern but suspect there is within the party a strong streak of economic nationalism, whose advocates are ideologically opposed to substantial foreign business involvement in the economy.

Unita officials deny this and reaffirm the party's commitment to its investment code, published in July last year.

Declaring its support for a "private enterprise-based market economy", the party document "recognises the critical role of foreign investment in providing access to foreign capital, technology, management skills and foreign markets."

A Unita government will "actively encourage" investment in commercial agriculture and agro-business, fishing, mining, oil and petrochemicals, energy, and manufacturing, says the code, which also offers guarantees on remittances of profits, dividends and royalties.

* Gabinete do Investimento Estrangeiro (Foreign Investment Office) Rua Carqueja Lukulo No 25 Tel: 392620 Tr: 3283 Fax: 393301

Michael Holman

RELATIONS WITH SOUTH AFRICA

Lop-sided trade links

FROM beer to prefabricated housing, from spare parts to office equipment, South African products are reaching Angola in increasing quantities.

There has long been a South African connection through the diamond industry. Now the continent's industrial superpower is rapidly moving into what its businessmen describe as one of the most important markets in Africa, challenging traditional European suppliers.

The bitter years of enmity and hostilities between Pretoria and the Angolan government have been consigned to history. Pretoria's representative office in Luanda will soon be upgraded. The South African embassy and residence, vacated shortly before independence in 1975, will be returned to their pre-independence owners as soon as alternative accommodation can be found for the present occupants - the Polish diplomatic mission.

Most South African businessmen express enthusiastic belief in Angola's potential, modified by concern about politi-

cal stability and dismay at the bureaucracy, housing shortages and poor communications they encounter in Luanda.

The market potential of a country which exports more than 500,000 barrels of oil a day (b/d) is not conveyed by the latest available trade figures, which precede the diplomatic rapprochement. In 1990, South African imports from Angola were negligible (\$38,000) but exports reached \$50m.

The lop-sided trade relationship could change. Apart from providing an outlet for Angola's oil (there is speculation that a substantial barter deal is in the offing), South Africa could be an important market for Angolan fish-meal.

South African construction companies are preparing to take part in the rebuilding and development of Angola's infrastructure - bridges, roads, ports. Much of this could be World Bank-funded, says Mr Andrew Maggs of the South African Foreign Trade Organisation (Safat), which has organised trade missions to Angola.

The country's oil sector is also a large

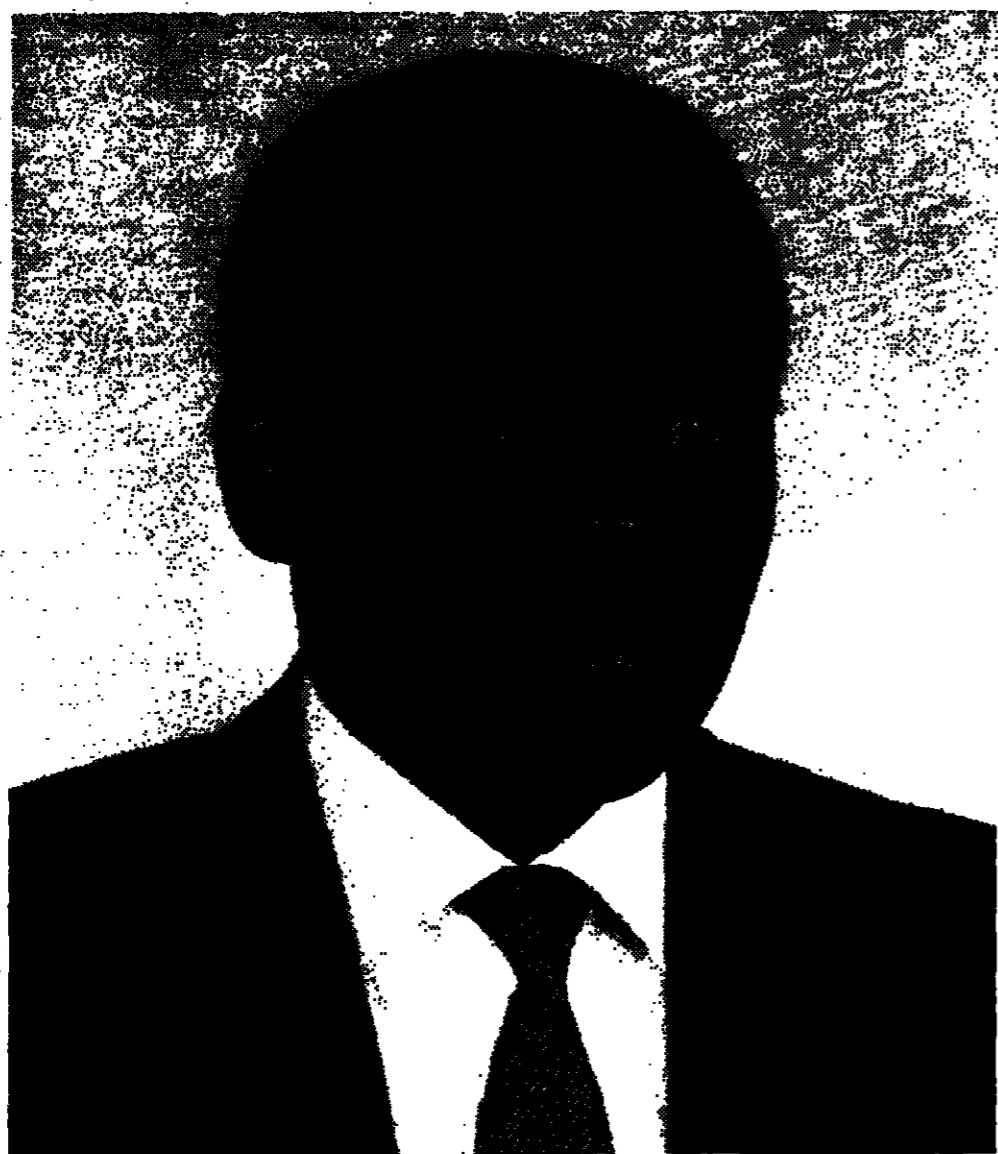
market for South African companies, businessmen believe. As well as being a potential service and equipment base, South Africa is a logical place from which to source all the consumer needs of a 10,000-strong oil workforce which requires regular delivery of fresh food and consumer goods - hardly any of which is supplied locally.

The Standard Bank has had a representative in Luanda since the start of the year, and the group may be opening a branch later this year. Meanwhile, one of the South African companies with the highest profile is Murray & Roberts Construction. At the end of February the company signed a protocol with Cabinda province and the Angola government covering training in the construction and engineering industries, supply of prefabricated houses, schools and hotels, and a range of other services including work on roads and in the agriculture and mining sectors.

But one businessman with wide experience of black Africa urges caution: "No big decisions are being taken until the elections are over and there is greater certainty. Any long-term agreements may have to wait until then."

Michael Holman and Philip Gawth

ADVERTISEMENT



His Excellency, José Eduardo dos Santos, President of the People's Republic of Angola

After eleven months of consolidated peace, characterised by growing confidence and stability, we look forward to Angola's first democratic elections to be held on the 29th and 30th of September 1992. The emergence of a large number of political parties in recent months is evidence itself of the enthusiasm and commitment of the Angolan people to multi-party democracy. We have gained the wholehearted support of the international community whose assistance to us in this period of transition continues to be invaluable. The increasing presence of the United Nations, the recent European Community package to aid the peace process and the significant donation from the United States to help the development of democracy to give but a few examples, all constitute further encouragement to us in this time of change. Over the last months we have played host to a number of world Heads of State who have all pledged their support for the democratic process and we shall shortly be welcoming Pope John Paul II and President Mario Soares of Portugal.

Our determination to ensure democratic stability is matched by our commitment to economic reform which has been gaining substantial ground over the last few years. It was during the struggle for independence that Angola first drew up the outline for its economic policy. However, the advent of independence itself, resulting in the departure of the majority of skilled Angolan professionals, dramatically de-stabilised trade and the social economy. In order to bring the situation under control, the Government saw itself obliged to opt for a centrally planned economy. As time went by, it was seen that the effects of this strategy had negative consequences for the country's economic development and growth potential and furthermore did not meet the needs of the Angolan people. The situation was further exacerbated by the destruction of the infrastructure that took place during the war, accompanied by the continued flight of the skilled classes, the allocation of material, financial and human resources to defense purposes, the withdrawal of foreign investment and the impossibility of ensuring free movement of goods and people throughout the country.

In 1985, the Government, aware of the current economic instability and lack of productive results, decided to introduce a new project in the form of the Economic and Financial Restructuring programme (SEF) launched in 1987. This resulted in the adoption of a plan for a market-led economy in the context of a multi-party democracy. Now, with the end of the military conflict together with the measures taken by the Government to stabilise the economy, there are relatively few obstacles to the economic restructuring of the country. We now need to implement these measures both boldly and coherently so that our goals for the economic recovery of Angola may be met successfully. Already there are clear signs of improvement and we are confident that the years to come will bring increasingly positive results.

It is not by chance that the World Bank Watch states that: "For the first time since 1975, Angola has achieved enough political stability for foreign investors to begin developing its legendary wealth in natural resources, virtually untapped since independence." Angola is indeed a country of great wealth, as much in mineral as human resources. It has oil, diamonds, iron, coal, gold, and other minerals as well as huge agricultural and farming potential and substantially under-fished waters. Foreign investment in housing, agricultural development, infrastructure and education and training is needed to energise our tremendous economic and human resources.

But this can be achieved. The Government of Angola has created an attractive climate for foreign investors. Secure ownership is guaranteed. Investors can repatriate profits and benefit from tax exemption, tax-reductions and duty-free zones which all confer major inducements to enter our market. The increasing number of Angolan businesses operating in the private sector in all areas of the economy is testimony to the spirit of free enterprise which is motivating national industry and commerce. Furthermore, the possibility of joint-ventures and other forms of corporate partnership with Angolan firms is attracting investors from all over the world.

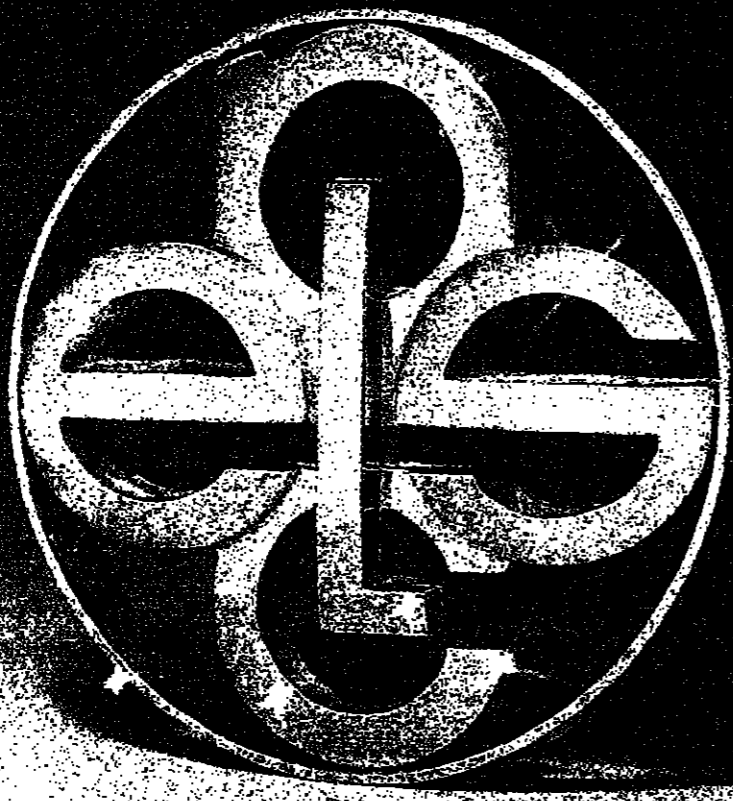
Our goal is straightforward: to turn Angola into an economic engine in a regional power bloc that will provide the base for development and growth in sub-Saharan Africa. Our determination offers Western investors major opportunities in a society certain to be one of Africa's future economic powers.

We hope to deserve the confidence and trust of businessmen the world over to work with us in an atmosphere of collaboration and partnership for development.

José Eduardo dos Santos



BANCO ESPÍRITO SANTO
E COMERCIAL DE LISBOA



HEAD OFFICE
195, Avenida da Liberdade - 1201 Lisboa - PORTUGAL
Tel. 21 58 02 and 21 58 03
Telex: 12391 BSCCL P - Fax: 21 49 24

LONDON BRANCH
A. Penderghat Street - London EC2M 3AT - UNITED KINGDOM
Tel. (01) 252 23 11
Telex: 58 36 64 and 58 36 50 BSCCL G - Fax: (01) 498 93 48
Tony Haffins, General Manager
Luis Spencer Martins, General Manager

NEW YORK BRANCH
205, Madison Avenue - New York, N.Y. 10022 - U.S.A.
Tel. (212) 413 01 20
Telex: 41 07 76 BSCCL NYE - Fax: (212) 484 70 42
Isabelle Gervais, General Manager
Odile Fierstein, Deputy General Manager

MADRID BRANCH
Torre de Pallas, Torre 13.ª - Plaza de Colón, 2
28014 Madrid - SPAIN
Tel. (91) 385 22 47 - Telex: 27125 BSCCL E - Fax: (91) 385 22 92
Felix Sandoz de Almeida, General Manager
Miguel de Carvalho, Deputy General Manager

MADRID OFFSHORE BRANCH
Rue Andréo José de Almeida, 1.ª - 28015 Madrid
Tel. (91) 37 128 - Telex: 20815 BSCCL P - Fax: (91) 37 128
Miguel Sandoz de Almeida, General Manager
Andréo José de Almeida, Deputy General Manager

MASSACHUSETTS BRANCH
100, Summer Street
Boston, MA 02101 - U.S.A.
Tel. (617) 552 11 11
Telex: 100 100 100 BSCCL M - Fax: (617) 552 11 11
José Penedo, General Manager

FRANKFURT REPRESENTATIVE OFFICE
Frankfurter Allee 1 - 60594 Frankfurt am Main - GERMANY
Tel. (069) 75 34 91 - Fax: (069) 75 34 91
José Penedo, General Manager

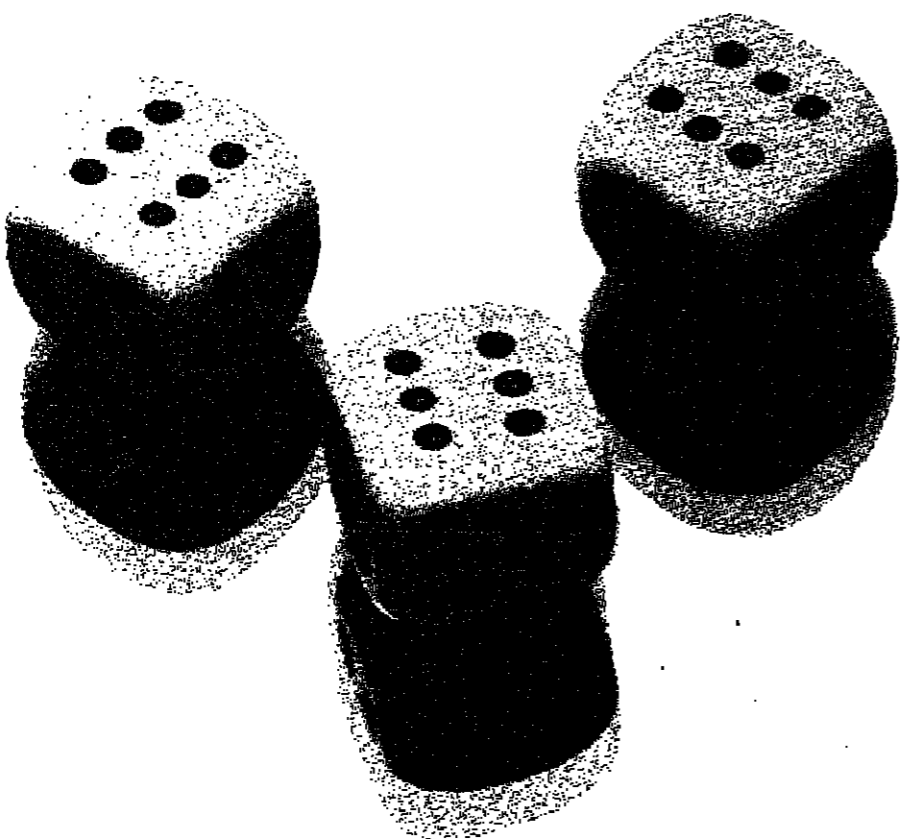
MILAN REPRESENTATIVE OFFICE
Corso di Porta Nuova, 1 - 20121 Milano - ITALY
Tel. (02) 48 48 30 31 - Fax: (02) 48 48 30 31
José Penedo, General Manager

LUANDA REPRESENTATIVE OFFICE
Rua João de Castilho, 20, 2.ª
P.O. Box 1472 - Luanda - REPUBLIC OF ANGOLA
Tel. (21) 29 21 87 - Telex: 248 508 BSCCL A - Fax: (21) 29 21 84
José Penedo, General Manager

MOSCOW REPRESENTATIVE OFFICE
Sokolovskaya Street, 1-3, 4th floor - 125040 Moscow - RUSSIA
Tel. (7) 065-940 24 72/73 - Fax: (7) 065-940 24 01
José Penedo, General Manager

PARIS REPRESENTATIVE OFFICE
9, Rue de Valenciennes, 75011 - FRANCE
Tel. (1) 42 86 96 87 - Fax: (1) 42 86 96 86
José Penedo, General Manager

safety and comfort
is not a matter
of luck



LINHAS AERÉAS DE ANGOLA
ANGOLA AIRLINES

ANGOLA 4

□ BENGUELA RAILWAY

Lack of funds curbs plans

DOWN at the Lobito repair workshop, engineers are diligently patching up locomotives damaged by bombs during the civil war. Along a short siding, engines that have been too badly hit are gradually stripped of any parts or equipment that can be used to repair others.

Mr Ernesto da Rocha, chief engineer at the workshop, says that 12 General Electric locomotives, seven from the US and five from Brazil, are now in working order. Four more are being repaired and another five await their turn. Ten locomotives were too severely damaged to offer any scope for repair - causing an estimated loss of \$18m. Mr da Rocha hopes to have 14 locomotives in good running condition by June.

The rehabilitation of each engine is a painstaking task but one on which depends the future of the Caminho de Ferro de Benguela (CFB), once regarded by enthusiasts as one of the world's last great railways. For Angola, the line that runs eastwards from the Atlantic port of Lobito, 500km south of Luanda, to Zaire and the central African heartlands was a cause for pride and an important source of foreign exchange revenues until the civil war.

Between 1972 and 1974, total freight traffic on the railway averaged about 3m tonnes annually, including mineral exports of 535,000 tonnes from Zaire and of 325,000 tonnes from Zambia. Import traffic to the two countries was an average 550,000 tonnes annually. Total revenue peaked at \$43m in 1974.

Regular international services allowed passengers arriving at Lobito by ship from Europe to travel in comfort all the way to Lubumbashi, formerly Elisabethville, in Zaire, or to Lusaka, the Zambian capital. The trains had sleeping accommodation and showers in first class and a restaurant that offered smoked ham and melon, Portuguese salt cod and Angolan giant

prawns. Now that peace has been signed, officials hope that the railway will be restored, if not to its former status as a vital artery for central and southern African trade, at least sufficiently to play a crucial role in the recovery of Angola's internal provinces. But even this more modest objective will be difficult to achieve.

The 1,300km line to Luau on the border with Zaire has been considerably damaged by war and 16 years of neglect. Apart from a few brief intervals, the line has been effectively closed to international traffic since the onset of the civil war in 1975, with intermittent freight services to Huambo, 400km away, until 1988. Thereafter,

Surveys suggest the track is in a very bad state with wood sleepers burnt or worn out and 75 bridges needing repair

ter, trains only run on the 30km coastal stretch between Lobito and Benguela, the provincial capital, to provide a primitive if regular passenger service.

Irregular traffic between Lobito and Huambo resumed last year, but only for freight.

Work has been going on to rehabilitate this part of the line and Mr Lukoki Sebastião, BFB finance director, says he expects trains to resume normal traffic to Ganda, about half way to Huambo, by the end of May.

Further east, the extent of the damage has yet to be fully assessed. Initial surveys, incomplete because many parts of the line are still inaccessible, suggest the track is in a very bad state with wood rail sleepers burnt or worn out and at least 75 bridges needing repair, he says.

Lack of funds is a big handicap in efforts

to rehabilitate the railway and several plans have had to be shelved or cut back as a result.

In 1987, the government and the Southern Africa Development Co-ordination Conference (SADCC) agreed on an ambitious 10-year "Lobito corridor" development plan which included rehabilitating the railway, improving adjacent infrastructure including roads, sanitation, sewerage, water and electricity supplies, repairing Lobito's port, and developing civil aviation facilities from the local air force school airport.

The cost was estimated at \$375m at 1987 prices with \$345m for the railway alone. Efforts to win international financing for the plan floundered because of the war and in 1989 a new emergency plan was drawn up. This focused on the link to Huambo and would have cost \$94m with \$33m to be spent on the railway, Mr Sebastião says.

This plan has now been replaced with a crash programme - aimed at restoring traffic between Lobito and Kuito, 554km east, at an estimated cost of \$17m - to carry out partial repairs allowing the track to be fully operational (up to Kuito) in 1995.

The rehabilitation of the rest of the line to the border will take place in a second stage, depending on the outcome of discussions with the World Bank later this year. Under World Bank auspices, work on a new comprehensive study of the Lobito Corridor began last January and is expected to be completed in July. Before that, discussions will take place with Zaire and Zambia to assess the railway's prospects.

It is unlikely that the railway will ever be fully restored to its past glory, but even a partial restoration would play an important role in helping to rebuild Angola.

Patrick Blum

□ LOBITO

Port is still well equipped

THE sleepy port of Lobito, once an important stop-off point for exports of minerals from Zaire and Zambia, awaits its renaissance. Lobito's port, like most of Angola's transport infrastructure, has suffered from the war, although in comparison with Luanda it has emerged in far better shape from the years of civil conflict.

Set in a natural harbour formed by a 5km sand-spit, the port remains relatively well equipped with six deep-water berths and a long coastal quay, all of which are in a reasonable state of repair.

A large number of the original cranes and fork lift trucks have been kept in relatively good order, the port is remarkably tidy and, unlike in Luanda, there are no serious problems of security and theft, says Mr Belmiro Ferreira, head of the port authority's finance department. Local businessmen also say that formalities are processed more speedily than in the capital.

In 1973, the port handled 2.6m tonnes of cargo, traffic having risen sharply in the preceding years. It has fallen to a fraction of that volume but Mr Ferreira is confident that with peace Lobito can once again play a leading role in the national and provincial economy. "Now that the war is over, and the roads are opening up, there are good perspectives for the port."

Some rehabilitation work will be needed to bring installations and equipment up to the standards required to meet any rise in traffic. An emergency plan has been drawn up which includes rehabilitation of infrastructures and purchase of cargo handling and maritime equipment and of vehicles. The plan envisages investment of about \$16m and Spanish financing for the first part has already been agreed, Mr Ferreira says.

It used to be said that without the Benguela railway Lobito would not exist and that without Lobito the railway could not function. Mr Ferreira agrees that a resumption of international traffic on the Benguela line would have a crucial impact on Lobito. But the port would benefit also from a resurgence of domestic agriculture and mining, both of which have declined dramatically since the war. Before that, a large quantity of agricultural exports, especially maize from the Huambo and Bie provinces, as well as iron ore from Cuimba, were exported through Lobito.

Nowadays there are no exports out of Lobito and ships are a rare sight in the port. But once the road northwards is fully refurbished, Lobito could become an attractive alternative to Luanda where long delays are common and security is a nightmare for ship-

Patrick Blum

□ PORT OF LUANDA

State of neglect

ALMOST every night short bursts of gunfire reverberate around the port of Luanda as thieves and security guards clash.

The conflict's disastrous impact on the Angolan economy has encouraged the growth of a parallel economy whose most visible expression is the vast Roque Santo black market on the capital's outskirts, and where everything that cannot be found in government stores is on sale.

Many of those goods have been stolen from the port, often with the complicity of port officials and police. Stealing from the port is a lucrative if dangerous business, with many of the spoils ending up in the vast Roque Santo black market on Luanda's outskirts.

Security is not the only problem. The port, once considered one of the finest on the western coast of Africa, suffered from the war as exports collapsed - except for oil which is shipped almost entirely from the oil-producing province of Cabinda.

Until independence, Luanda was the main port for agricultural exports including coffee, cotton, sugar, sisal, palm prod-

ucts, tobacco, rice, and maize. In 1973, total freight shipments in and out of Luanda, including trans-shipments of copper and iron and refined oil products, was 2.3m tonnes.

By 1983, traffic had fallen to below 700,000 tonnes as a result of the disruption of road and rail links, the closure of mines and plantations, and foreign restrictions on imports - which now account for the bulk of freight traffic. Shippers currently estimate that 300-400 tonnes of general cargo, and about 120 containers, are unloaded daily.

Behind the port's elegant colonial facade, installations have reached an advanced state of neglect which will need substantial investment to correct. Access roads and freight handling equipment are in a poor state, and most of the electric cranes do not work. It is not uncommon for ships to use their own derricks to unload. Port regulations demand that shippers pay for the cranes regardless, so there has been no incentive for the port authorities to repair or replace damaged equipment.

Many of the port's facilities were originally designed to

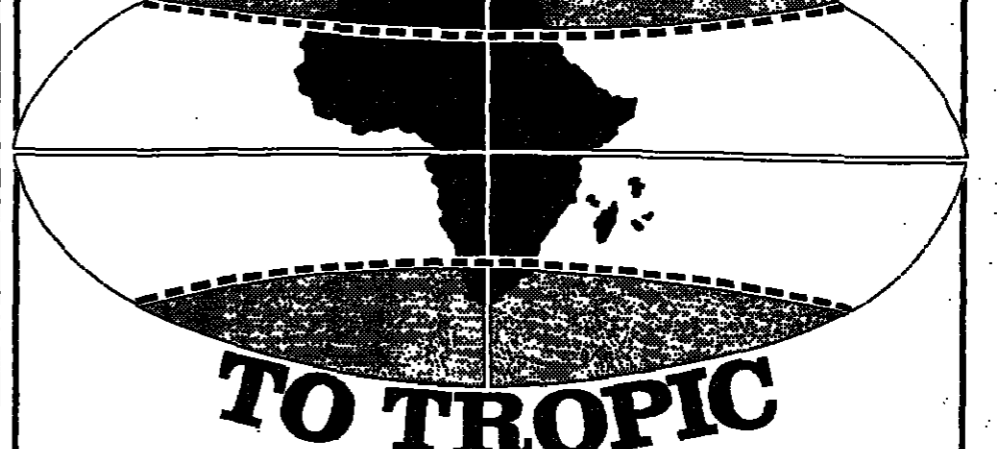
handle large bulk exports and are inadequate for the type of imports now shipped. The port lacks appropriate warehouses and cold storage facilities. Rubbish and discarded equipment lies openly between run-down warehouses. Close to 5,000 containers, many of them damaged, wait to be emptied or shipped out, making them easy targets for thieves.

The government has handed over the management of the port to mixed state-private companies to improve efficiency, but they are handicapped by conditions in the rest of the port. Roll-on roll-off cargo has priority, so have food imports, but delays are common and ship's papers must be fully in order to avoid a long wait.

"If all cargo documents are sent to us at least two days before the ship arrives in Luanda, we can prepare the documentation and begin to organise things at this end to make sure goods are cleared as soon as they get here," says Mr Antonio Fernandes, shipping manager for agents Hull Blyth.

Patrick Blum

FROM TROPIC



With facilities for the shipment of breakbulk, reefer and containerised cargoes, Tropic Lines provides a regular service between ports of Southern Africa, West Africa, Mauritius and Reunion.

NOW OFFERING A FREQUENT AND DIRECT SERVICE TO LUANDA.

TROPIC LINES LIMITED
of Bermuda
Managing Agents Unicorn Lines (Pty) Ltd.
For further information contact:
Unicorn Lines (Pty) Ltd.
Durban (031) 3027911
Johannesburg (011) 403400
Cape Town (021) 2522280

THE OIL INDUSTRY

Key to Angola's survival since independence

ANGOLA'S oil industry, largely protected from the vagaries of civil war and political uncertainty, has boomed during the past four years and the success story seems likely to continue for the rest of this decade.

Oil has been the key to Angola's survival since independence – the sole underwriter of the war effort and guarantor of its international debts. Within 25 years, Angola has become sub-Saharan's largest producer after Nigeria, with the region's second-biggest reserve base.

Recoverable reserve estimates over the next five years for fields in production, under development and those being lined up totals some 4.9bn barrels.

Although the oil industry survived the turmoil of independence better than any other sector of the economy, production began to flag in the late 1970s, leading to a reorganisation of the sector between 1976 and 1979. The changes, which included the establishment of Sonangol as the government's business arm responsible for co-ordinating and controlling petroleum activities, resulted in a steady rise in production from 1982.

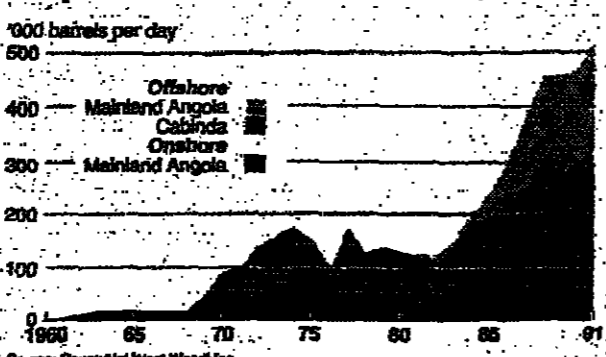
Factors which attracted foreign companies to Angola 10 years ago – low operating costs, prospects for new discoveries and favourable contractual terms offered by Sonangol – are still drawing new investment into the sector.

A further attraction is that Angola has never been a member of Opec. This has allowed it flexibility to sell what crude it can produce.

Mr Joaquim David, director-general of Sonangol, the state-owned oil company, says with some pride: "The companies that began with us in the initial years have stayed and new ones have been drawn in."

Peace for the country has coincided with record exploration levels and the discovery of lucrative deep-water wells. Sonangol in turn has begun to offer an innovative licensing

Oil production



Source: Copyright West Woodmac

regime which is proving highly attractive to foreign companies.

Under the regime – known as a "rate of return" profit oil – the percentage of production left to the investing company varies according to the field's level of productivity.

Mr David is optimistic. "Oil is a growing industry. Our production is five times what it was in the last years of the regime which is proving highly attractive to foreign companies."

A surge of development is now anticipated which should boost output from its 1991 level of 505,000 b/d to 680,000 b/d in 1996.

the Portuguese administration. We have every reason to believe upstream development will grow."

The importance of the sector cannot be over-estimated. Oil accounts for more than 90 per cent of total export earnings. Last year, crude oil exports earned Angola some \$3.15bn compared with \$3.55bn in 1990.

The highest level ever of exploration activity in the offshore sector last year is set to assure oil's paramount role in the Angolan economy. A surge of development is now anticipated which should boost output from its 1991 level of 505,000 b/d to 680,000 b/d in 1996. Of the current output of 505,000 b/d, Chevron accounts

for 300,000 b/d, Elf 165,000 b/d, Texaco 55,000 b/d, Belgium's Petrofina 30,000 b/d and Italy's Agip 5,000 b/d.

In tandem, offshore operators have prepared extensive expansion plans. County NatWest Woodmac, in a report on the West African oil industry drawn up early this year, estimates that expenditure in Angola will peak in 1993 and 1994 at \$750m each year.

Capital investment has grown rapidly over the past 3 years, from \$210m in 1988 to about \$500m in 1991. This compares with a previous high of \$532m (1992 prices) in 1987. Mr Matthew Shaw of County NatWest Woodmac predicts that over the next nine years some \$4.7bn of upstream investment is envisaged, compared with \$3.3bn spent over the past nine years. Those expected to make the biggest commitments are Chevron in Cabinda, Texaco in Block 2 and Elf in Block 3.

"Chevron has a high degree of commitment to our Angola operation. In international terms it is one of the big five. In investment terms it will be at the top during the next three years. After 1995 it should be the biggest in liquid production," says Mr Bob Cannon, managing director of Cabinda Gulf Oil Company (Cabgoc).

Cabgoc, in association with Sonangol, Elf Petroleum Angola, and AGIP Angola, operates the offshore conces-

sion of Cabinda. Area A of this concession is presently producing 310,000 b/d. The production sharing agreement (PSA) gives Sonangol 41 per cent, Cabgoc 39.2 per cent, Elf 10 per cent and AGIP 9.8 per cent.

There is no production yet from the deep-water Areas B and C of the Cabinda concession. However, a three-year contract for the first phase is due to be signed shortly with Setal of Brazil and Lummis of Sweden. The contract covers the structures, treating and pumping equipment and the pipeline to shore. The complete development of the project up to first production, including this contract, is worth more than \$400m.

The cost is explained because of the expense of drilling in deeper water of about 350ft. The maximum water depth of current production is slightly over 200ft. The first oil is expected to flow in 1994. Peak production could reach an estimated 100,000 b/d.

Mr Cannon says the development is comparable to "three large events in our history in Angola since we started in 1954." These included the development of Takula field in 1982, the introduction of waterflooding at Takula and the first development in the Malongo field.

Onshore, where activity was effectively stalled by the civil war, drilling is set to be resumed within the next couple of years. In the Cabinda enclave, an area that has not been drilled since Cabgoc relinquished its concession in 1971, Elf and Occidental are due to sign new contracts although the first well is not expected until 1994.

On the mainland, where the war severely disrupted work, exploration work could resume. Some exploration acreage is already licensed to Elf and in the longer term new areas could be licensed although this is not expected until the end of the decade.

Caroline Southey

INTERVIEW

Atmosphere of hope

Caroline Southey interviews Joaquim David, general manager of Sonangol, the Angolan state oil company.

Southey: What are the prospects for Angola's oil sector?
David: It is a growing industry... and now the war is over there is an atmosphere of hope in the future.

The companies that began with us in the initial years have stayed and new ones have been drawn in. We have every reason to believe the upstream development will continue to grow, and we are also exploring the country's gas potential.

Sonangol, with its foreign partners, is looking actively into developing refining capacity. We have one refinery and here in Angola production is balanced with demand. Although South Africa seems

to have excess refining capacity, there may be other markets where environmental restrictions are damaging the development of new refineries. What about onshore developments?

We are in negotiations for onshore exploration. We are close to signing contracts for two areas. Another is at a very early stage.

You have indicated you will prioritise the distribution system, now a Sonangol monopoly. Has there been any advance?

We are developing a price mechanism which we believe will attract foreign sector investment down stream. The Ministry of Petroleum has approved the proposed price structure and we are in the process of inviting companies to invest. Within the next two to three months we expect

some results. Is there a review of production sharing terms?

No, although we review laws and where there are weak points we make adjustments or proposals. We have a standard production sharing agreement (PSA) but we negotiate on a case-by-case basis with investors. We also try to standardise the fiscal terms so that we have more uniformity and a more readily controllable system.

Are you reviewing price clauses which give government the benefit should prices rise above a certain level?

We made a major change in principle in deep water contracts. Normally in shallow waters we made a split between Sonangol and the contractor based on accumulated oil production. In deep waters

we are doing it based on cash flow and rate of return after a certain time. It was a major change which seemed to please both Sonangol and investors as it took into account higher investments required for deep waters.

Is there a greater flexibility on Sonangol's part in negotiations with foreign investors?

No, we have always been flexible. What we have now is that accumulated experience which allows us to fine tune some aspects.

Has Sonangol sold oil forward?

We have had to commit some oil for the financing of the first big deep-water development of Cabinda. But normally we make one-year contracts, most of which are renewable and are linked to credit lines. We have one exception, a contract that will end in 1994.

MINERALS INDUSTRY

Opinions differ over future

ANGOLA'S mineral industry is littered with projects abandoned by local and foreign operators after the onset of civil war following independence in 1975.

A combination of political stability and an attractive business climate could see a substantial expansion of a sector currently dominated by oil and diamonds, say local officials.

Western experts are more cautious, concerned about the country's poor infrastructure and generally weak international markets for many of the potential mineral exports.

Excluding the two key foreign exchange earners – oil and diamonds – mining production currently represents less than 3 per cent of GDP and approximately 6 per cent of total exports. These figures could rise comparatively rapidly, say industry officials, if abandoned workings are brought back into production and previously untapped resources are exploited.

Iron ore exports, for example, earned 11.7 per cent of the then Portuguese colony's earnings in 1970, making it the fourth-ranking economic activity in Angola and the country a medium-sized producer of the mineral. Angola also has extensive deposits of phosphates, copper, quartz, uranium, manganese, wolfram, gold, mica, sulphur, nickel, limestone and silver which have yet to be fully exploited, notes Mr Jose Dias, secretary of state for geology

and mining. "Our mining industry has been neglected for a long time and we are only at the beginning of its development. No new investment has been made in mines. Many of our minerals have been forgotten," he says.

The government, which recently surrendered its monopoly on all mineral rights, is trying to encourage investment in the sector. This year it introduced a new mining law which makes it possible for private foreign and local companies to invest in prospecting and mining.

The state mining companies are also seeking to negotiate more flexible fiscal terms with private companies which will take into account the cost and rate of return of developments.

Mr Dias says the government is considering proposals from RTZ, Anglo American and De Beers on future developments. Farrangol, set up in 1981 with the responsibility for exploiting iron ore and manganese deposits, is now closed and being held on a care and maintenance basis. A combination of instability caused by the civil war and the depressed international market made the resumption of iron ore mining economically unrealistic until recently.

Between 1968 and 1973, exports averaged 5-6m tonnes, but war halted production at the largest iron ore mine at Cassinga, near the Namibian border, the centre of an area

that was regularly attacked by South African and UNITA forces.

With the establishment of peace, there is a possibility that mining could resume. However, the extent of iron ore reserves and their value on today's international market has yet to be established.

Export prices are expected to remain uncompetitive because of exorbitant transport costs. Road and rail links were prime targets for attack and their repair rehabilitation has not begun.

Three additional mining companies have been formed since independence: Fosfang, in 1979, to initiate exploration of phosphate deposits, Minaquartzo in the same year was given the concession for quartz mining in Cuanza-Sul province, and Roremira was established in 1978 to take over work previously done by the sub-commission of quarries.

The quartz mines controlled by Minaquartzo are currently closed. Angola's quartz competes with comparable products from Madagascar, Sri Lanka and Brazil. Dunes, the South African-British group, is reported to be considered a joint venture contract with Minaquartzo. Foreign experts estimate investment of \$3m would be needed to recover the previous level of quartz production – about 2,000 tons a year.

Caroline Southey

BUILDING REQUIRES SKILL...

- PLANNING
- INNOVATION
- CONSTRUCTION
- CONTINUITY

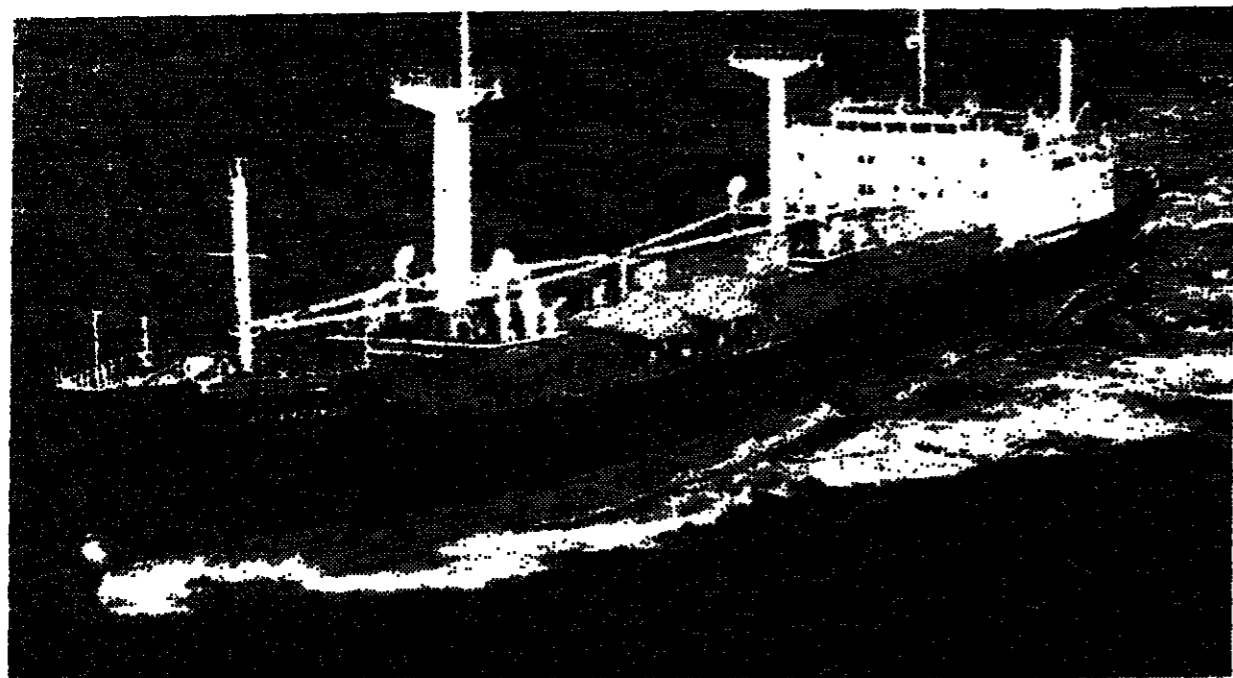
S
SONANGOL

Rua 1.º Congresso do MPLA, 8-16
Tels.: 334143 - 334496
Telex: 3148 SONANG
Fax: 391782 - Caixa Postal: 1316
LUANDA
REPÚBLICA POPULAR DE ANGOLA



ANGONAVE U.E.E AIRSHIP SHIPPING LINES

MEETING EVERY CUSTOMER'S REQUIREMENTS.



HEADQUARTERS:

Rue Cerqueiras (Lukoki),
C.P. No.5953 Tel. 33.02.04 - 33.02.05
Teleg address: AERONAVE AN
Telex no. 3124 - Fax 33.01.46

BRANCHES:

HOLLAND:
Vastland 38 3011
BM Rotterdam
P.O.Box 23150, 3001 KD
Tel: 0101 - 4127690
Fax 010 4127690

PORTUGAL:
Rue do Alecrim,
47, 30 Dto,
Lisbon
Tel: 3468934 / 41 Fax: 368654
Tlx: 43735

BRAZIL:
Rue Pedrosa de Moraes,
433, 10o Andar C.P. 2635
CEP 05149 San Paulo
Tel: 815 0688
Tlx: 011 21405 / 32281
Fax: 011- 2128675



BANCO DE COMÉRCIO E INDÚSTRIA

Angola is going through a period of change. Foreign entities are showing a keen interest in joint ventures and actively co-operating with business at a local level.

This means you need a local bank.

BCI, one of Angola's leading banks, is preparing for the future with a commitment to providing a quality service to new and existing customers.

We can offer you:-

- competitive interest rates
- a worldwide network of correspondent banks
- assistance with and advice on foreign exchange transactions and local currency operations

To find out more about services BCI can offer you, write to:-

BANCO de COMERCIO e INDUSTRIA
Avenida 4 de Fevereiro No 84
Caixa Postal 1395
Luanda
ANGOLA
TEL: 333680/333684
TLX: 2009
FAX: 391184

ANGOLA 6

AGRICULTURE

Poised for a fresh start

AFTER more than a decade and a half of decline, Angola's agriculture could be poised for a new start. The end of the civil war last year, and good rain-falls in most parts of the country, have raised expectations that a modest recovery is on the way.

Officials report an increase in activity in the countryside since the war ended and forecast a 15 per cent rise in food production this year. If confirmed, it will be the best result since 1980. But there is still a long way to go before Angola regains food self-sufficiency, and the rest of agriculture remains deeply in crisis.

Agriculture was thrown into turmoil after independence and the departure of Portuguese settlers. Farms, plantations and food processing industries were abandoned and vital commercial and servicing structures collapsed. The civil war exacerbated the crisis and production went through a precipitous decline leaving the country - once an exporter of agricultural produce - dependent on food aid. Food imports rose rapidly to reach \$242.7m in 1984, according to the World Bank.

Among the main export crops, coffee production fell from 210,000 tonnes before independence to about 7,000 tonnes in the late 1980s; cultivation of cotton fell from more than 110,000 tonnes in 1973 to 307 tonnes in 1986; maize production - once Angola's fifth largest agricultural export and an important element in the local diet - fell from almost 900,000 tonnes in 1975 to 230,000 tonnes in 1986. Production of most basic foods, from rice to beans and potatoes, declined markedly. The livestock sector fared no better with the number of cattle slaughtered for meat falling from 157,000 in 1973 to fewer than 18,000 in 1985.

Mr Benjamin Castello, deputy minister for agriculture, says low production was the result of war, natural catastrophes - drought in the south and floods in the north - and of misconceived policies.

"Agricultural policy was not properly adjusted to conditions. There were good intentions but the policy failed to take into account the human factor. People didn't participate in the policy and there was an over-reliance on mechanisation. There were no incentives to improve production

and as a result rural trade disappeared."

Large state farms were given priority and preferential treatment over small-scale or subsistence farming, but they performed badly due to poor management, lack of technical preparation and misplaced attempts to meet unrealistic targets.

In the early 1980s, the government shifted support towards small farmers. An emergency plan was approved in 1984 with the aim of reducing the state's role in production. Inefficient and unpopular co-operatives were turned into peasant associations, enabling farmers to pool their resources but allowing them to retain and sell the products of their own work.

"The co-operatives were often set up bureaucratically without real local partici-

The government plans to privatise all coffee plantations and foreign companies will be invited to tender for the larger ones

pation. State companies exploited the peasants as if they were new colonialists," Mr Castello says.

Agricultural Development Stations (EDAs) were created in the countryside to provide technical and financial support for peasant associations, including help with access to production inputs and distribution. The measures helped to stabilise prices and led to a rise in production in spite of the war, Mr Castello says.

Economic reforms known as the Saneamento Economico e Financeiro (SEF), introduced in 1988, should also help. These include: liberalising prices, allowing greater private sector activity and investment in the transport, retailing and wholesale sectors, opening up credit facilities, and decentralising decision making.

Foreign investment is encouraged, especially in the service sector whose inefficiency is seen as one of the biggest barriers to development.

Land and large plantations left vacant

by the departure of settlers and not currently used will be sold. The government plans to privatise all coffee plantations and foreign companies will be invited to tender for the larger ones.

Before independence, Angola was the world's fourth-largest coffee grower, producing a record 4m bags of coffee and generating exports worth \$206m in 1972-73.

Most coffee plantations were in the less populated north and workers were contracted from the south - where the rebel Unita forces were strongest - and the migrant flow stopped during the war. Many plantations were neglected and most will need substantial investment because many coffee trees are dead or diseased.

Several groups are interested, including Espirito Santo of Portugal which owned a big plantation in central Angola, but much depends on what happens after next September's elections.

Mr Castello says a new property law clarifying land ownership will be passed soon. "All investors, foreign or Angolan, want this reassurance. Anyone who wants to invest can come to the ministry, explain what they want to do, whether 100 per cent foreign or a joint venture, and we'll see what we can do."

The flight of hundreds of thousands of people from their homes poses another problem. Countless villages are deserted and about 40 per cent of the population now lives in urban areas. As people drifted to towns in search of safety and work, the proportion of Angolans engaged in agriculture dropped by half from 74.5 per cent in 1970 to 35.5 per cent in 1985.

There are signs that people are starting to move back to the countryside, and as security and communications improve this is likely to accelerate.

Many government officials see the successful resettlement of these displaced families as fundamental to the country's future. "As long as Angola's peasants are poor, Angola will remain poor" argues Mr Castello. "We have to create the framework for all Angolans to enrich themselves. The creation of wealth will guarantee stability in the country."

Patrick Blum

PROFILE: ALBERTINO DE OLIVEIRA

Farmer with an important role



De Oliveira: survival is a testimony to endeavour

WHEN the fighting between government troops and the Unita rebels was at its worst in Benguela province, Albertino de Oliveira found himself caught in the middle. As bad luck would have it, his farm happened to be located in an area where some of the fiercest clashes took place, but he shrugs the memory off with a laugh.

Unlike the vast majority of settlers who left the country in 1975, Mr de Oliveira stayed put. He continued to farm during the difficult years of the civil war and today he is one of a small band of private farmers who have not only survived but whose very survival bears testimony to the resilience of private endeavour and grit in the face of near-impossible odds.

Today, he is relatively prosperous in a country that has faced famine and that still suffers from extensive and visible poverty - and from widespread shortages of even the most basic necessities. In the past, Mr de Oliveira's success

war and drought and the handicaps caused by lack of equipment, erratic transport and next to no technical or financial support.

Drought is still affecting the province but peace has brought some improvements as the roads are open again to traffic. "Before, we couldn't sell our products," says Mr de Oliveira. Most of the farm's produce is sent to Luanda where it fetches better prices, but he expects transport bottlenecks by July as conditions improve and farm production rises.

He says conditions for private farmers have not changed since the war ended. Fertilisers and herbicides have been practically unavailable since 1975 and farmers make up their own from whatever chemicals they can find locally.

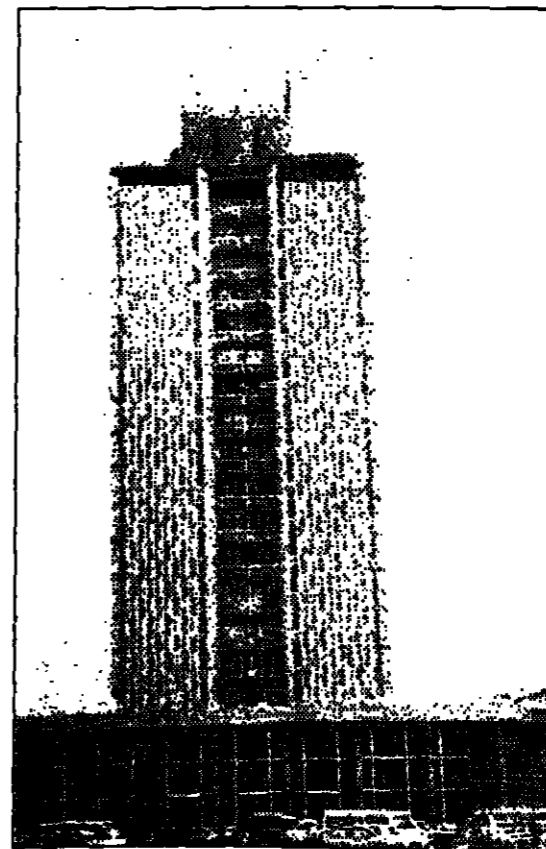
The price of equipment is high - a three-cylinder pumping system costs \$2,500 - and credit is unavailable. "For private sector farming there's no credit. I've heard of European Community help for pumps, but I haven't seen anything." He thinks he may be able to put up the farm as security for credit "but the situation is unclear."

Sitting at a large table in the courtyard of his small house in Benguela with friends - mostly local farmers who seem to drop in at all hours - Mr de Oliveira is better off than most local inhabitants. But he says there are no incentives to produce more. "There's nothing in the shops and my wife has to go to the parallel market to find most things, from cooking oil to clothes."

Like most farmers, he is not over-interested in politics. His concern is to ensure the farm is able to produce and survive. Having come through 16 years of civil war, his keenest wish now is to re-equip the farm with modern machinery. "We don't have anything. A good tractor or lorry or irrigation equipment would be useful. We need to clear everything and start again with new and better equipment."

Patrick Blum

Banco de Poupança e Credito



Angola's forward-looking Bank

For further information on all our banking services write to The Chairman,
Banco de Poupança e Credito
Luanda, Angola
Tel: 392177 Telex 3367/4149 Fax 393790

BUREAU
INVEST

Invest

ANGOLA OFFERS

TELEPHONE
TELETYPE
FAX
CABLE

THE
BU

PROJECT
ADVICE
CLOSE
LEGAL

GABRIEL
TELEPHONE

ANGOLA 7

BENGUELA: FARMING AND MANUFACTURING

Resilience despite hardship

THE six-hour drive from Luanda to Benguela was uneventful. The route, too dangerous to travel before the ceasefire, is now becoming popular - despite occasional banditry on some sections of the journey.

Teams of road menders repaired long-neglected potholes and fresh fish was for sale on stretches where the road hugs Angola's picturesque coast. Small but important signs that peace has returned to Benguela province.

But the main objective was to visit the factories and farms in and around the towns of Benguela and Lobito, 500km south of Luanda and commercial hub of a province stretching across 32,000 sq km.

What emerged were tales of hardship and deprivation, stark images of sad, skeletal shanty towns, gangs of pitiful urchins roaming the city streets. But what also became clear from tours of the factory floor and talks to farmers was an extraordinary resilience, and a capacity to improve.

It is Angola's second most important manufacturing region, as well as an important centre for agriculture and fisheries. And while less badly hit by the war than other provinces, it suffered considerably from the collapse of the Benguela railway which used to run across the country from Lobito, the province's main port, to the border with Zaire.

At independence, Lobito port handled more than 2m tonnes of cargo a year. Today, the only activity is provided by occasional imports of food and consumer goods. Its warehouses are empty or shelter neatly lined-up forklift trucks, and its reduced workforce is tiny.

Outside the two cities, factories are running at a fraction of capacity and others are not working. A big cement factory once owned by Sedil, a Portuguese company that was nationalised when Portugal's own revolution took a turn to the left in 1975, is derelict.

Farming has suffered from the war and prolonged drought and although conditions have improved recently, agricultural production of



Provincial Governor Paulo Jorge: Benguela can prosper again

basic foods is expected to cover only 51 per cent of the province's needs this year, according to official statistics.

There is much anxiety about the outcome of next September's election but for the time being, it is business as usual. This means self-reliance, improvisation and a lot of patience to cope with inadequate equipment and supplies, scant finance, bureaucracy, erratic telecommunications - lines with Luanda can suddenly go down - and poor but improving transport.

Ten months of peace have brought a modest but welcome renewal of activity and increased orders.

Mr Manoel Carmo, technical director at Robbela, a paint manufacturer and subsidiary of Jensen & Nicholson, says business is picking up with two recent orders for 650 tonnes of paint.

The factory, located on the outskirts of Lobito, was established in 1976. It produces about 1,400 tonnes a year on mainly Bulgarian-made machinery, much of which is only two years old. Mr Carmo says, however, that he would like more up-to-date equipment. "We're going to need more modern machines as we expand."

Lupul, an engineering company that makes tools, pipes and other industrial and agricultural equipment, has one of the largest speciality foundries in Angola, says Mr Carlos Castro, general director. Run under management from the Brierly group in Belgium, it employs 700 workers.

The group also has a factory in Namibe. This was built in 1977 but never used. The com-

pany hopes to start production there later this year. Demand for agricultural tools and equipment has risen strongly, Mr Castro says.

Africa Textil is one of the biggest employers in the region with about 1,500 workers. It is a 97.3 per cent state-owned joint venture with Trilux of the US, which holds the remaining 2.5 per cent.

Purpose-built in the late 1970s to produce high quality cotton cloth, plant installations are in good order. But last year, it was operating at a fraction of capacity because of supply and foreign exchange problems.

Angolan cotton production collapsed after 1975 and what is produced domestically is not of good enough quality, says Mr Manoel Lopes Henriques, the manager. All cotton has to be imported from Tanzania. Chemicals come from Europe.

The company has a five-year investment plan under which it has already bought new machinery. "We need to modernise. Some of our machines are of a past generation," says Mr Lopes Henriques. More foreign investment and know-how would be welcome but, he says, the government must protect local industries from foreign competition.

Foreign investment could play an important part in the province's revival but most investors are waiting for the elections - and the uncertainty is encouraging trade and speculation rather than investment.

Benguela faces very much the same problems as other provinces although its economy was particularly hard hit by the closure of the railway. A resumption of domestic, if not international traffic, would be a boost, and there is international interest in helping to rehabilitate the line.

Mr Paulo Jorge, the provincial governor, is confident Benguela can prosper again. "We can be a kind of rear-guard for other provinces. Benguela has the port and it has the railway, and they will play a big role in transporting goods to and from Namibe, Be and Mexico provinces."

Patrick Blum

THE DIAMOND INDUSTRY

Shaky, erratic recovery

THESE are critical and exciting times for Angola's diamond industry as it rides a switchback which has seen production peak at 2.3m carats in 1974 and slump to 714,000 in 1985.

A somewhat shaky and erratic recovery will be sustained, say officials from Endiama, the state-owned company, and the government's department of geology and mining. Mr Jose Dias, the Secretary of State for Geology and Mining, anticipates that production will rise to nearly 1.4m next year.

They believe that foreign investors will be attracted to numbers not seen since independence in 1975 as a result of attractive fiscal terms and a new mining law introduced earlier this year, which allows private companies a greater role in the sector.

The sector's growth in the medium to long term lies in the development of the country's rich kimberlite potential. Most of Angola's diamonds are mined from alluvial operations in Luanda Norte, chiefly the Cuango division.

The region is also known to contain kimberlites, some of which could be economically viable if mined by modern bulk methods.

At a cost of some \$1bn, several kimberlite pipes already identified might yield production of an estimated 3m-4m carats a year.

The turnaround however, began in 1986, when the state operator, Diamang, which had a monopoly on official production, was dissolved and Endiama established to reorganise the sector.

Endiama, still the sole concessionaire, sought to encourage foreign investors back into the sector. Following the peace agreement last year, its policy is beginning to bear fruit.

After a six-year break, Endiama early last year returned Angola's diamonds to the international fold.

It agreed with De Beers Centenary, the Swiss-based mining and marketing organisation, to sell all its Cuango production through the Central Selling Organisation (CSO), the umbrella term used to describe

ANGOLAN DIAMONDS PRODUCTION		
Year	Number of carats	Value (US\$)
1980	1,488,480.00	233,922
1981	1,400,481.00	167,418
1982	1,225,445.00	105,409
1983	1,033,812.00	93,868
1984	906,048.00	57,986
1985	717,788.00	31,913
1986	266,183.70	16,571
1987	871,360.72	108,973
1988	1,044,550.00	185,934
1989	1,315,738.00	234,366
1990	1,132,851.00	232,067
1991	980,558.00	178,229

Source: Endiama

a group of companies which purchases, values and sells nearly 80 per cent of the world's rough diamond production.

The agreement with De Beers also included a \$50m loan to further develop the production from the Cuango region.

The loan has now been fully drawn down to finance a seven-year contract with Odebrecht, a Brazilian company, to explore diamond reserves in the Cuango.

The project, brainchild of Mr Noel Baltazar, Endiama's managing director, is the most ambitious embarked on by the company. It includes the construction of a hi-tech, self-sufficient operational headquarters at the remote site of Luanda Norte in the Cuango region.

"The Luanda Norte project is now the centre of gravity of our operation. Most importantly, it involves setting up a huge exploration programme in this area," says Mr Baltazar.

RST International, a subsidiary of Zambia Consolidated Copper Mines, originally signed an agreement with Endiama to mine diamonds around Kafunfo at the end of 1986 (a year which had seen organised operations almost grind to a halt in the Luanda Norte) and remains in operation, its contract renewed annually.

The alluvial operations in Luanda Norte remain particularly threatened by illicit digging and selling. Industry officials estimate that illegal sales of high quality gems could be costing the country \$5m a week. Diamond exports earned Angola \$190m last year, down

from \$342m in 1990.

Angola, the seventh largest diamond producer in the world in volume is capable of "making it into the first league", according to an industry official. However, according to western experts, the explosion in illegal sales poses a threat to the industry and to Endiama. De Beers, for its part, has had to buy back stones at market rates in an attempt to stabilise supply.

A rise in illegal mining, particularly in the Cuango region which produces 90 per cent of Angola's diamonds and some of its highest quality gems, partly explains the rise in illicit sales. Cuango sites have been flooded by thousands of diggers since the peace accord last May which allowed freedom of movement for the first time in 16 years.

Most of the diamonds repurchased on the Antwerp market have been identified as Cuango diamonds.

Illicit trading was further fuelled, western analysts believe, by a law introduced at the end of last year, now under review, which gave individuals the right to own and sell diamonds.

However, these factors do not fully explain the increase. "We could be looking at 13,000 carats a week. That would involve a lot of digging," says one industry official.

In the murky world of illicit diamond dealing, rumours abound while proof remains elusive. Popular theories include Unita releasing its stockpiles following the peace agreement, to Endiama's complicity. Mr Baltazar remains confi-

dent that areas currently being worked by illegal diggers can be reoccupied for development.

He argues that with the investment being made in Luanda and at Lukapa, Endiama is "setting up the bases from which to jump and gain control of the areas."

Partly to stem the hemorrhage, and partly to exploit the new political environment, great urgency is being attached to attracting foreign investors and restructuring the industry.

These problems will be resolved, officials believe, by a restructuring of the industry.

Legislation introduced at the beginning of this year paves the way for an end to the state's monopoly of the mining sector.

The law envisages that private companies, both foreign and local, can invest in prospecting and mining.

The law covers prospecting and research, exploration and exploitation, and taxation. Mr Dias says private, mixed or state companies can work alongside each other, with state enterprises no longer taking precedence.

"We arrived at the conclusion that state enterprises were fully concerned with administration - and were bad administrators," he said.

However, the reforms may fall short of investor expectations, for mining rights have not been made transferable and saleable, and the government still decides who is competent to operate.

Investor confidence has nevertheless been boosted by the news that De Beers and Endiama, are due shortly to sign an agreement which both sides say will set precedents for future deals in the mining sector.

The agreement involves De Beers investing \$50m on evaluation of known kimberlite deposits and prospecting for new primary deposits in Angola.

The flexible fiscal regime being negotiated as part of the deal is expected to set precedents which will prove attractive to foreign companies, not just mining houses.

Caroline Southey

BUREAU FOR FOREIGN INVESTMENT ANGOLA

Investing in Angola

ANGOLA OFFERS

- FISCAL INCENTIVES
- FOREIGN EXCHANGE INCENTIVES FOR RE-INVESTMENT
- REPATRIATION OF PROFITS



PRIORITY SECTORS

- AGRICULTURE
- MINING
- CONSTRUCTION
- FISHERIES
- PROCESSING INDUSTRIES

THE FOREIGN INVESTMENT BUREAU OFFERS...

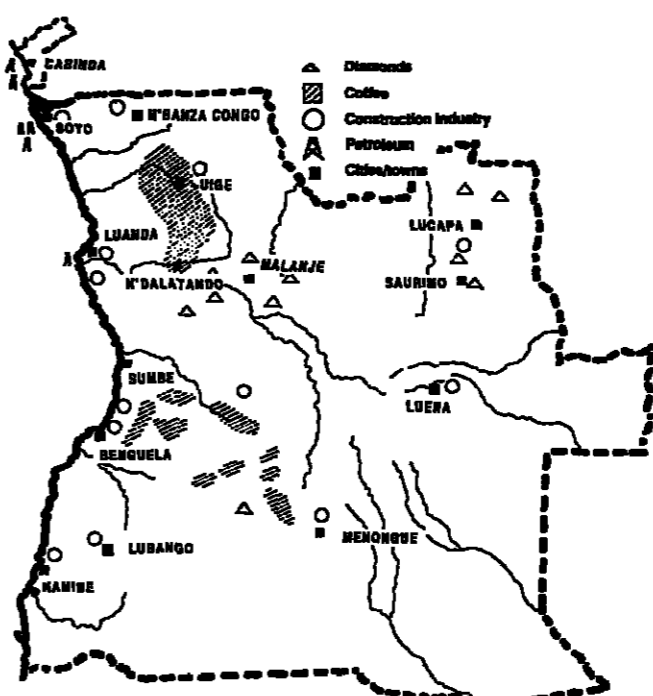
- PROJECT EVALUATION SERVICE
- ADVICE TO POTENTIAL INVESTORS
- CLOSE CONTACT WITH GROWTH INDUSTRIES
- LEGAL AND FINANCIAL ADVICE

GABINETE DO INVESTIMENTO ESTRANGEIRO -
TELEPHONE/FAX: 339381/392620 - TELEX: 3262 GIEAN

BUREAU FOR PRIVATISATION ANGOLA

..... A country of huge natural resources vast oil reserves undeveloped mining potentialfertile agricultural land untouched forests.

The key to the development of our potential is the consolidation of economic reform and the participation of the private sector, both national and foreign.



PRIVATIZATION PROGRAMME OBJECTIVES

- To improve production efficiency and restructuring
- To advise and assist the privatisation of state enterprises.
- To offer contracting - out options
- To assist in ownership transfer.

GABINETE DO REDIMENSIONAMENTO EMPRESARIAL
TELEPHONE/FAX: 390496 - TELEX: 3515 DINEL AN

